January 17, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

The halls were alive with the sound of music: MassGeneral Hospital for Children celebrates

From flutes to fiddles, from poetry to paintings, a wide range of artistic talent was on display in the WACC Lobby Jan. 15 as the room was transformed into a performance hall and art exhibit for the first celebration of the "Healing Arts Festival: Bridging Our Communities Through Art and Medicine."

The celebration marked the third anniversary of MassGeneral Hospital for Children and featured live musical entertainment, poetry readings and displays of artwork by

(Continued on Page 2)

ADVANCES

Study supports protective effect of stimulant treatment for ADHD

An analysis of all studies that examine the impact of stimulant treatment for attention-deficit hyperactivity disorder (ADHD) on future substance abuse supports the safety of stimulant treatment. Using a statistical technique called meta-analysis, the MGH researchers found that medication treatment for children with ADHD resulted in an almost two-fold reduction in the risk of future substance abuse. The report appears in the January issue of *Pediatrics*.

"We know that untreated individuals with ADHD are at a significantly increased risk for substance abuse. And we understand why parents often ask whether stimulant medications might lead to future substance abuse among their children," says Timothy Wilens, MD, the paper's lead author and MGH director of Substance Abuse Services in Pediatric Psychopharmacology. "Now we can reassure parents and other practitioners that treating ADHD actually protects children against alcohol and drug abuse as well as other future problems."

Wilens and his MGH colleagues have conducted previous studies that found a protective effect in stimulant treatment. At least one report from another research center, however, asserted that stimulant treatment increased the risk of later substance abuse. In order to resolve the question, the team searched the medical literature for ADHD studies that included followup information on later substance abuse. They identified six such studies conducted in the United States and Germany, including both the previous MGH research and the study suggesting increased risk.

After application of standard meta-analysis techniques, the researchers found a significant overall reduction in the risk of subsequent substance abuse among those receiving stimulant treatment. They note that four of the six studies showed "striking protective effects of stimulant medications." The research team — which also includes Stephen Farone, PhD, Joseph Biederman, MD, and Samantha Gunawardene — is continuing to study the biological and psychological mechanisms by which ADHD increases the risk for substance abuse in young people and why treatment decreases the ultimate risk. ●

— The halls were alive

(Continued from Page 1)

caregivers and patients. A silent auction featuring nearly 200 pieces of art donated by employees, patients, family members and friends brought in more than $2,600 for children's art programs at the hospital, such as the Artist-in-Residence program *(See story at right).*

The event was the collective idea of the Healing Arts Group, comprised of physicians, nurses, administrators and house staff, along with patients and family members. The mission of the group is to use creative expression to enhance the healing process for young patients.

"Without question, MassGeneral Hospital for Children has a warm and caring soul, and it was on display here this evening," said Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics for MassGeneral Hospital for Children.

For more information about the Healing Arts Group, send e-mail to Somava Saha Stout, MD, at *sstout@partners.org.* ●

MassGeneral Hospital *for* Children

A different kind of medicine: healing through the arts

It can be difficult to find giggles and smiles on a hospital pediatrics floor. But when Joan Drescher arrives at MassGeneral Hospital for Children, she often is greeted with the happy faces of pediatric patients eager to have some creative fun with her.

Drescher is the artist-in-residence for MassGeneral Hospital for Children, and she shares her artistic talent with young patients as she wheels her "Imagination Kart" from room to room. The ordinary hospital cart is decorated with brightly colored streamers, moons and stars and is a welcome sight for young eyes. Chock-full of oil pastels, magic markers, paint bottles, feathers, pom-poms, art paper, scissors, glue and an assortment of other art supplies, the Kart — along with Drescher's guidance and expertise — offers an array of options to spark young imaginations.

From left, Kasey Baglio, Drescher and Allison Levine

Kasey Baglio, age 6, has been spending a lot of time at the hospital recently as she waits for a liver transplant. But her days on Ellison 18 have been brightened by colorful crayons, rainbow paints, whimsical feathers and streamers that let her create whatever her imagination dreams up.

On one particular recent day, Kasey was joined in the Ellison 18 playroom by another young patient, Allison Levine, age 7, in transforming some ordinary coffee filters into spring flowers and floating butterflies. Within a few minutes, the girls were smiling, giggling and eagerly awaiting the next project that Drescher pulled from her Kart.

"I strongly believe in the power of art to help heal," says Drescher, who has been the artist-in-residence at the hospital for two years. "I have seen firsthand how artistic symbols can help children cope with the stress of illness and the pain of loss."

It is this same philosophy that has inspired many caregivers at MassGeneral Hospital for Children. A group of physicians, house staff, nurses and administrators recently joined together to form the Healing Arts Group with a mission to bring hope and healing to young patients through art programs.

One of the first projects for the group was showcasing their artistic endeavors with a celebration held Jan. 15 called "The Healing Arts Festival: Bridging Our Communities Through Art and Medicine." *(See story beginning on Page 1.)*

"As caregivers, we can share much more than just medicine with our patients and each other," says Somava Saha Stout, MD, a medical and pediatric resident and coordinator of the Healing Arts Festival. "By incorporating music, painting, poetry and dance into the care we give to our patients, we hopefully can make a difference in the healing process."

For more information about the Artist-in-Residence program, call (617) 724-5720.

The Norwalk virus — what MGHers should know

With the recent influx of occurrences of Norwalk or Norwalk-like infections, there has been an increased concern and many questions about the virus. Below are some helpful facts about the Norwalk virus compiled by the MGH Infection Control Department.

How do people get Norwalk virus infection?
Norwalk virus infection is an intestinal illness that often occurs in outbreaks. People contract Norwalk virus infection by swallowing food or water that has been contaminated with stool from an infected person. Outbreaks in the United States often are linked to eating raw shellfish, especially oysters and clams. Shellfish become contaminated by stool from sick food handlers or from raw sewage dumped overboard by recreational and/or commercial boaters. Contaminated water, ice, eggs, salad ingredients and ready-to-eat foods are other sources of infection.

Who is at risk for Norwalk virus infection?
Anyone can get Norwalk virus infection, but it may be more common in adults and older children.

What are the signs and symptoms of Norwalk virus infection?
Nausea, vomiting, diarrhea and stomach cramps are symptoms. Severe illness or hospitalization is uncommon.

How soon after exposure do symptoms appear?
Symptoms usually appear in one to two days after swallowing contaminated food or water.

How is Norwalk virus infection diagnosed?
Laboratory diagnosis is difficult. Diagnosis is often based on the combination of symptoms and the short time of illness.

What is the treatment for Norwalk virus infection?
No specific treatment is available. Persons who are severely dehydrated might need rehydration therapy.

Can the infection be prevented?
To help prevent Norwalk virus infection, individuals should wash hands with soap and warm water after toilet visits and before preparing or eating food. All shellfish should be cooked thoroughly before eating. Raw vegetables should be washed before eating. Sewage should be disposed of in a sanitary manner. Food handlers with symptoms of Norwalk-like illness should not prepare or touch food. Infected people usually recover in two to three days without serious or long-term health effects.

For more information, call the MGH Infection Control Department at (617) 726-2036. ●

Sticks and skates to support the United Way

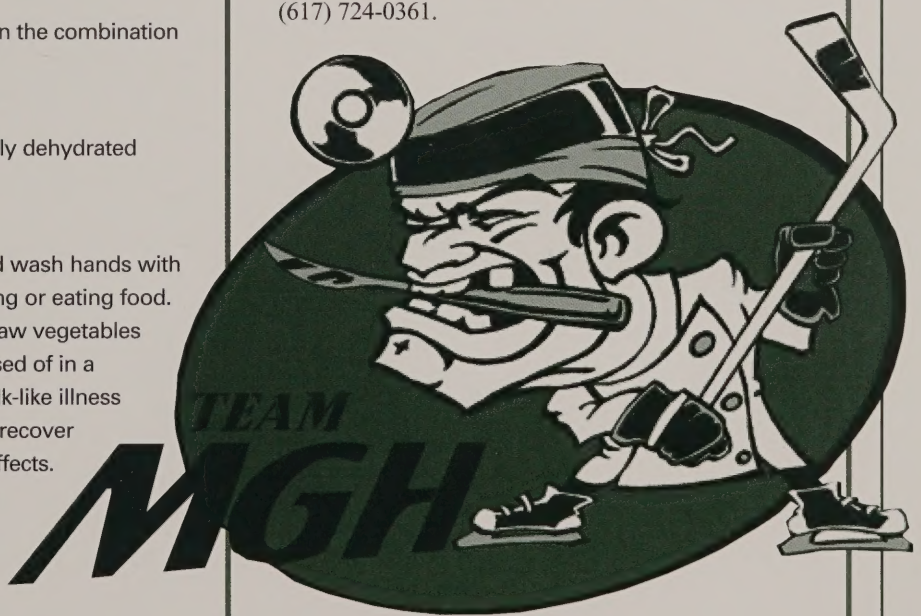
In support of the 2002 MGH United Way campaign, some of MGH's finest will take to the ice for a celebrity hockey game to raise money for the charity.

The celebrity hockey event will pit a team of MGH hockey players against members of the "Black and Gold Legends" — a team of former Boston Bruins players — in a friendly competition.

The game will take place Feb. 7 at 8 pm at the New England Sports Center in Marlborough, Mass. Tickets are $15 in advance and are available at the Warren Library, Monday through Friday, from 1 to 3 pm, and also at the cashier's office at CNY. Tickets also will be available at the door the night of the event for $20. All MGHers are invited to attend to root for their team while raising money for the United Way.

An important aspect of the United Way campaign is that a percentage of the money raised beyond the projected goal goes directly back to the hospital in the form of a donation to MGH Social Services.

For more information, contact David Read at (617) 724-0361.



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MGH HOTLINE

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WHAT'S HAPPENING

CNY blood drive
MGH employees working at CNY are invited to participate in a blood drive Jan. 22, from 8:30 am to 2 pm. The MGH Bloodmobile will be located at CNY Building 149. For more information or to make an appointment to donate, call Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org.*

Winter 2003 schedule for computer training
Partners Information Systems Training has released the Winter Computer Workshop training schedule for Microsoft Office applications. For more information, *visit http://is.partners.org/training.* Schedules and registration forms also are available by calling (617) 724-1240.

Memorial service for Mark Lyons
A memorial service for Mark Lyons will be held Jan. 23 at 2:30 pm in the MGH Chapel. Lyons worked in the MGH Radiology Department for many years. He died suddenly last May. Following the service, there will be a reception in the Robbins Conference Room on Founders 2. For more information, send e-mail to *mshore@partners.org.*

Martin Luther King, Jr. celebration
MGH employees and staff are invited to "A Celebration of the Legacy of Rev. Martin Luther King, Jr.," Jan. 24, from 3 to 4 pm in the O'Keeffe Auditorium. The honorable John Lewis — a congressman from Georgia, civil rights activist and advocate of nonviolence — will speak at the event. Admission is free, and seating will be on a first-come, first-served basis. Lewis' book, *Walking with the Wind: A Memoir of the Movement,* will be available for sale outside the O'Keeffe Auditorium before and after the event and outside the Trustees Room during the reception following the event. For more information, call (617) 724-0928.

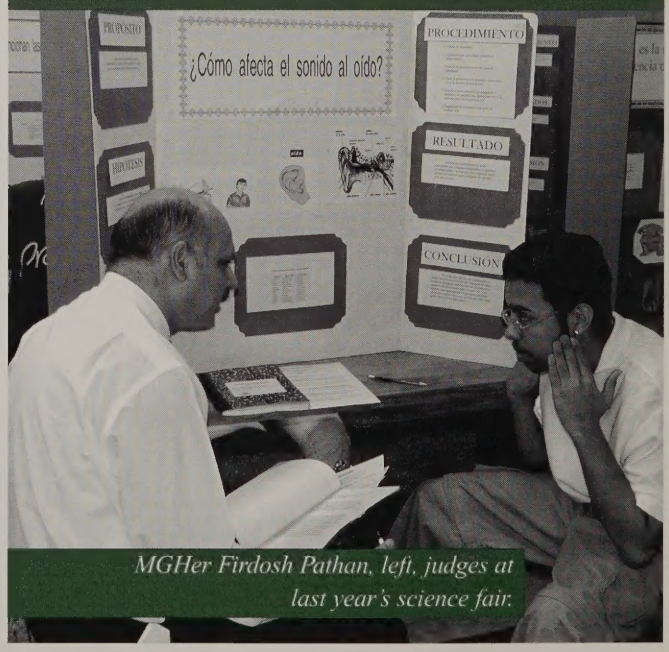
Blood donations needed
Because of an increased need for blood components, the MGH Blood Donor Center would like to encourage MGHers to donate blood. The Blood Donor Center is located on the main campus near the Gray Lobby. Blood donations are at an all-time low, and there is an urgent need for donations. To make an appointment, call (617) 726-8177.

Partners Physicians Day
All MGH physicians are invited to participate in the fourth annual Partners Physicians Day Feb. 8, from 8 am to 5 pm. The all-day program will feature more than 30 topics and will include up to six CME and risk management credits. Free childcare services also will be provided. Registration forms recently were mailed to all Partners physicians. The registration deadline is Jan. 17. For more information, call Grace Bommarito at (617) 278-1058. To register online from a Partners workstation, visit *http://intranet.partners.org/clinicalaffairs.*

Timilty Science Fair judges needed

The MGH Timilty Partnership seeks MGHers to judge student science projects during the annual Science Fair Week at the James P. Timilty Middle School in Roxbury.

Volunteers will be needed Feb. 10 to 13, from 9 to 11 am, beginning with the eighth grade on Monday and finishing with sixth graders on Thursday. Round trip transportation will be provided for MGHers, departing at 8:30 am and returning at 11:30 am. Bilingual (English/Spansih) judges also are needed. To volunteer to be a judge, contact the MGH Timilty Partnership at (617) 724-3210 or by e-mail at *timilty@partners.org.*



MGHer Firdosh Pathan, left, judges at last year's science fair.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.
www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

January 24, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

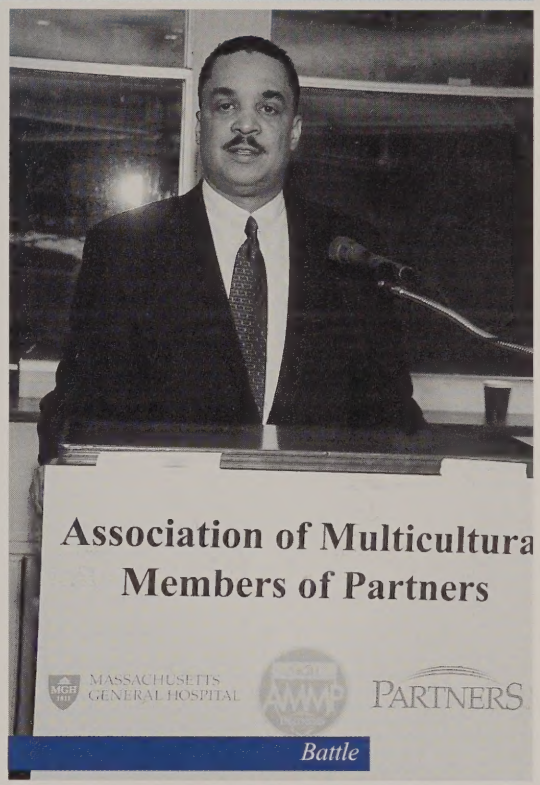
Martin Luther King Jr. legacy honored; hospital leadership recognized

With memorial events taking place throughout the country this week to honor the late Rev. Martin Luther King Jr.'s legacy, the MGH held the first of two such events to commemorate the civil rights leader with a special presentation, "Commitment, Dedication and Innovation: Making Dreams into Reality."

The Association of Multicultural Members of Partners (AMMP) recently hosted the celebration that honored the life and legacy of Rev. King. Internationally recognized dermatologist, researcher and former MGH fellow Eliot F. Battle, Jr., MD, served as keynote speaker.

The event also included an awards presentation to some of the hospital's leadership for their dedication to the MGH and to the mission of AMMP. James J. Mongan, MD, president and CEO of Partners HealthCare, was awarded the Commitment Award. Peter L. Slavin, MD, president of the MGH, accepted the award on Mongan's behalf and also received the Dedication Award in recognition for his continued support of AMMP. Battle received the Innovation Award for his groundbreaking research on laser hair removal for people with darker ethnic skin.

The second MGH event to honor King's legacy will be held Jan. 24 at 3 pm in the O'Keeffe Auditorium. See next week's *Hotline* for coverage of this event.



Battle

URGENT

TODAY

THE

MASSACHUSETTS GENERAL HOSPITAL BLOOD BANK

NEEDS

CRITICAL NEED

All Types

Please come to the Blood Donor Center next to the Gray 1 Lobby

URGENT

Blood needed

There currently is a critical need for blood at the MGH and at blood donation centers across the country.

According to MGH Blood Donor Center staff, the blood supply has been on a steady decline since October. Here at the MGH, the center has received 483 fewer donations than during this same period last year.

The difficult economy has resulted in many corporate sponsors discontinuing their support of blood drives. Added to that is a severe cold and flu season and a long period of extreme cold weather, which tends to keep regular donors away.

MGH employees can help bring the hospital's blood supply to a safe level by encouraging co-workers, family and friends to come to the center to donate.

To better accommodate employees' schedules, the center will open early for groups of five or more. To arrange appointments, call (617) 726-8177.

MGH ProTech grad joins Mayor Menino for work force development announcement

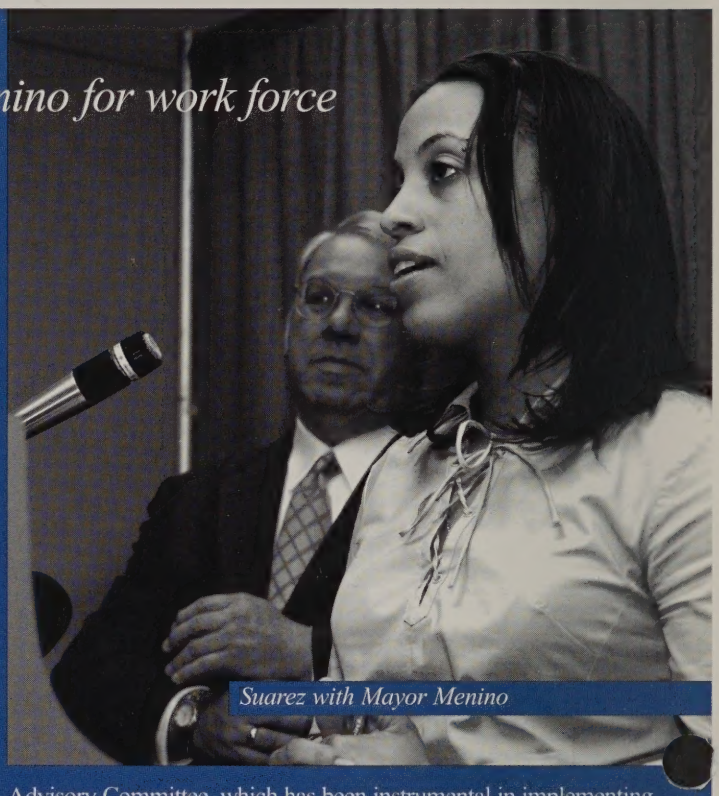
Delmy Suarez — senior attending pharmacy technician at the MGH and a graduate of the ProTech program — was among members of the MGH community who joined Boston Mayor Thomas Menino for an announcement that the city is committing $1.5 million to a new work force development program for Boston residents. The funds will be coupled with $1.3 million in foundation grants that will begin a five-year program to guide Bostonians to entry-level jobs in health care and other fields.

The mayor made the announcement Jan. 15 at BWH. During his remarks, the mayor recognized the ongoing commitment of Partners HealthCare to work force development and highlighted the importance of health care jobs in the success of the new program.

The MGH has long been a participant in successful work force development programs — including ProjectRISE (Reaching Individuals Striving for Excellence), a welfare-to-work program, and ProTech, a school-to-career initiative. Both Carylene Prince-Erickson, manager of Work Force Development at the MGH, and Galia Kagan, manager of ProTech for the MGH, were on hand for the mayor's announcement.

Suarez spoke about her success in ProTech at the press conference. Through her involvement with ProTech, she began part-time work in the MGH Pharmacy in 1991 while she was still a student at Boston High School. At the MGH, she was mentored by Scott Belknap, the lead technician in the MGH Pharmacy. Since Suarez began in ProTech, she has been promoted several times and now mentors new ProTech students working in the MGH Pharmacy.

In addition, Suarez is an active member of the MGH ProTech Advisory Committee, which has been instrumental in implementing the program with the hospital's new school partner, East Boston High School.



Suarez with Mayor Menino

Hundreds of Boston high school students have gained valuable job skills and experience through ProTech and other work force development programs, and with this new initiative, the mayor hopes there will be more.

"I believe in the people of Boston," said Menino. "If we give them the tools they need to compete in the city's knowledge-based economy, they will rebuild our economy."

ADVANCES

MGH scientists identify hundreds of worm genes that regulate fat storage

MGH scientists and their colleagues have scoured thousands of genes in the *C. elegans* worm and have come up with hundreds of candidates that may determine how fat is stored and used in a variety of animals. The findings, published in the Jan. 16 issue of *Nature,* represent the first survey of an entire genome for all genes that regulate fat storage.

The research team, led by Gary Ruvkun, PhD, of the MGH Department of Molecular Biology, and postdoctoral fellow Kaveh Ashrafi, PhD, identified about 400 genes encompassing a wide range of biochemical activities that control fat storage. These studies were conducted using the tiny roundworm, an organism that shares many genes with humans and has helped researchers gain insights into diseases as diverse as cancer, diabetes and Alzheimer's disease.

"A number of these worm genes are related to mammalian genes that had already been shown to be important in body weight regulation. We also identified many new worm fat regulatory genes, and we believe that their human counterparts will play key roles in human fat regulation as well," says lead author Ashrafi.

Francesca Chang of MGH Molecular Biology was a co-author of the study, which used a new technique called RNA interference to rapidly screen thousands of worm genes for their role in fat metabolism. ●

MGH Vital Signs: FY 2002 year-end results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 2001
Net Patient Service Revenue	1,030.9	35.7	928.4
Research Revenue	343.0	31.2	293.0
Other Operating Revenue	101.8	14.6	87.4
Total Revenue	1,475.7	81.5	1,308.8
Salary and Benefits	552.2	(16.3)	484.4
Supplies and Outside Services	348.5	(26.9)	318.3
Other Operating Expenses	265.2	8.4	255.8
Direct Research Expenses	246.7	(29.1)	206.5
Total Expenses	1,412.6	(63.9)	1,265.0
Gain / (Loss) from Operations	63.1	17.7	43.7
Non-Operating Gains / (Losses)	(15.1)	(28.8)	15.7
Net Gain / (Loss)	48.0	(11.1)	59.4

Financial overview: Strong volume, along with rate increases and a rise in ancillary services, led to Net Patient Service Revenues that were 3.6 percent better than budget and 11 percent better than last year. In spite of the volume increases, the hospital was able to contain expense increases to 2.7 percent over budget and 10 percent over last year. The operating results were positive with a $63.1 million operating gain, which was a full $17.7 million better than budget. This represents a 4.3 percent operating margin. However, the poorer than expected investment income more than offset the operating gains with a non-operating result of $28.8 million below budget. The net gain of $48 million was $11.1 million worse than budget. Without the strong operating results, the down market would have been significantly problematic.

Admissions increased 4.4 percent during FY '01, with a strong showing in the second half of FY '02. Although below budget for FY '02, births increased and posted positive variances in the last two quarters.

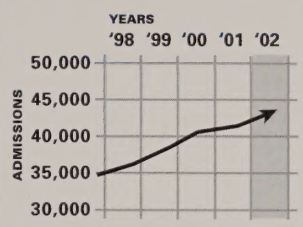
Length of stay (LOS) met budget of 5.86 days and improved .11 days from FY '01. Combined LOS was .09 days over the target.

Outpatient visits finished slightly over budget and 3.5 percent over FY '01, despite a weak fourth-quarter volume caused by vacations and budget seasonalization. On-campus visits finished the year 6,874 visits under budget. Health center visits produced a positive variance of 6,209, and the Emergency Department finished FY '02 with 2,605 visits over budget.

Admissions

FY '02 actual:	43,312
FY '02 budgeted:	42,892
FY '01 actual:	41,504
Patient days	253,778
Inpatient Surgeries	17,852
Births	3,377

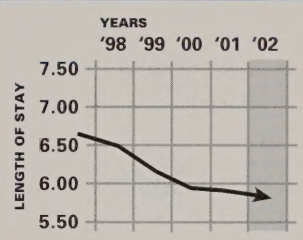
Five-year trend



Length of stay

	Days
FY '02 actual:	5.86
FY '02 budgeted:	5.86
FY '01 actual:	5.97

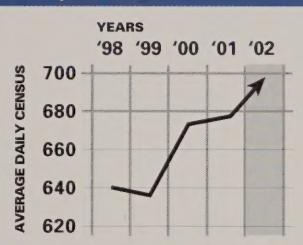
Five-year trend



Average daily census

FY '02 actual:	695
Average beds in service	870
Occupancy rate	79.9%
FY '02 budgeted:	689
FY '01 actual:	679

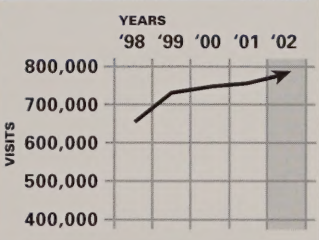
Five-year trend



Outpatient visits

FY '02 actual:	781,758
Clinic visits	413,528
Health center visits	292,625
Emergency visits	75,605
FY '02 budgeted:	779,818
FY '01 actual:	755,270
Outpatient Surgeries	14,798

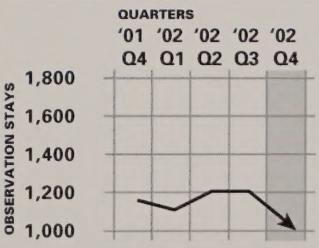
Five-year trend



Observation stays

FY '02 actual:	4,566
FY '02 budgeted:	5,470
FY '01 actual:	5,029
Chemotherapy infusion	347
Routine post-procedure recovery	1,514

Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

School-age vacation club
The MGH Backup Child Care Center will offer a school-age vacation club, Feb. 18 to 21, for employees' children from kindergarten completion to 12 years old. Reservations will be taken only by phone beginning Jan. 24, and a payment of $225 per child must be received by Jan. 31. Cost includes morning and afternoon snacks, all field trip and entertainment fees, art supplies, materials and activities. No part-time slots are available. For more information, contact the Backup Child Care Center at (617) 724-8414.

Black History Month event
Gerald R. Reed, immediate past president of Blacks In Government (BIG) and chief of Information Services at the Pentagon in Washington, DC, will be the guest speaker at the Association of Multicultural Members of Partners (AMMP) Black History Month event. The event will be held Feb. 24, from noon to 1 pm in the O'Keeffe Auditorium with a reception immediately following in Bulfinch 222. Reed's address will be based on the national Black History Month theme for 2003, "The Souls of Black Folks, Centennial Reflections." For more information, call (617) 724-0928.

CRP seminar
The Clinical Research Program (CRP) will present a clinical research coordinator seminar Feb. 12, from noon to 1 pm in the Wellman 101 Conference Room. Kay Ryan and Jamien Richardson from the CRP will discuss the services of the Clinical Research Support Office for investigators and study staff. Karen Walsh from Accounts Payable will explain the correct procedure for completing check request forms. Lunch will be provided. For more information, call the CRP reservation line at (617) 726-1669.

Bloomingdale's shopping day
Bloomingdale's department store at Chestnut Hill and the MGH Vincent Obstetrics and Gynecology Service will offer a shopping day to MGHers on March 5. Tickets are $10 and entitle shoppers to discounts of 15 percent on nearly everything in the store. All money from the ticket sales will go directly to support MGH Vincent research endeavors. For more information or to purchase tickets, call (617) 724-7884 or send e-mail to *smcgrail@partners.org.*

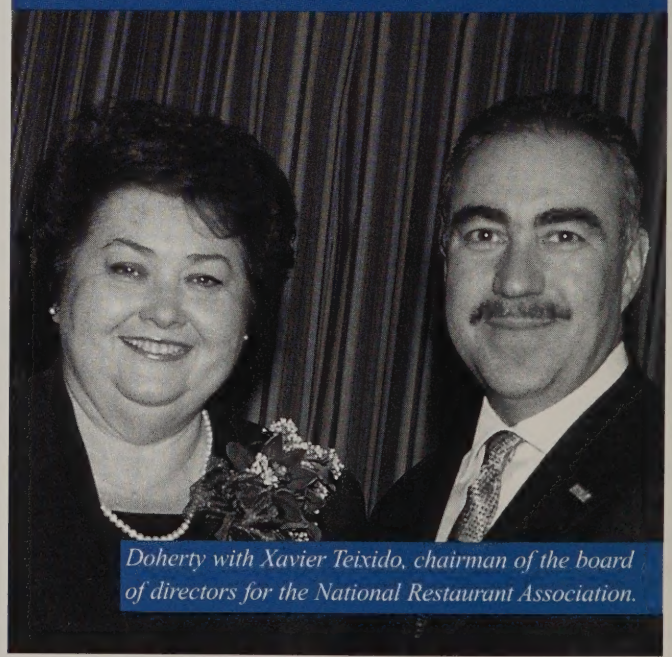
PACE contest
In an ongoing effort to educate MGHers about the new Patient Administrative Cycle Enhancements (PACE) program, PACE has developed a contest to help MGHers become more involved. The program is looking for a name for the new PACE contact center and is asking employees for help. Employees can submit name ideas to the PACE website at *PACEProject@partners.org.* The deadline for all entries is Jan. 31. Department names that are currently used at the MGH will not be considered.

MGHer becomes Hall of Famer

The National Restaurant Association recently inducted Helen Doherty, RD, FMP, director of MGH Food and Nutrition Services, into the 2002 Massachusetts Hospitality Hall of Fame.

Doherty was presented with the award at the 13th annual Massachusetts Hospitality Hall of Fame awards dinner Nov. 18 at Anthony's Pier 4. Doherty was inducted along with representatives of Naked Fish Restaurants, Hilltop Steak House and Paul W. Marks Co.

The Massachusetts Hospitality Hall of Fame was established by the association to recognize individuals who have exhibited extraordinary dedication to the hospitality industry in Massachusetts.



Doherty with Xavier Teixido, chairman of the board of directors for the National Restaurant Association.

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by fax to (617) 726-7475;
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by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.
www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

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January 10, 2003

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MGH's oldest patient gets clean bill of health

The MGH's oldest and dearest patient had a checkup Jan. 6 and is reported to be doing well. Padihershef, a 2,500-year-old mummy who calls the MGH Ether Dome home, underwent a rare cleaning and restoration procedure by a conservator and a team of other professionals trained in restoring ancient artifacts.

Padi — as he is affectionately called by MGHers — was removed from his coffin to have his linens cleaned and repaired and salt deposits removed from his face — all under the watchful eyes of local reporters. Both Padi and his coffin then were transported to the George Walter Vincent Smith Art Museum in Springfield, Mass., where he will be on display until June.

Padi was given to the hospital in 1823 as a gift from Dutch merchant Jacob Van Lennep. In the early 1960s, the hieroglyphics on Padi's coffin were finally deciphered to reveal his name, which means "gift of the god Hershef." It is believed that he was an unmarried stone cutter from the City of the Dead in Thebes.

ADVANCES

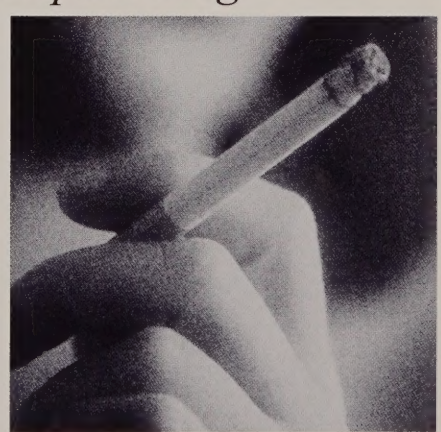
Child hospitalizations good time to get parents to stop smoking

Children admitted to the hospital for respiratory illnesses often suffer from second-hand smoke exposure caused by parental smoking. MGH researchers have found that hospitalizations can be good times to address parental smoking and smoking cessation. As reported in a study in the January 2003 issue of *Pediatrics*, researchers were able to help many parents stop smoking and gain a better awareness of the harm passive smoke can inflict on their children.

"Until now, pediatricians have been hesitant to address smoking when parents are stressed about their child being sick," says lead author Jonathan Winickoff, MD, MPH, of the MGH Center for Child and Adolescent Health Policy. "But the results show that parents are very receptive to the intervention."

The researchers worked with collaborators at Boston Children's Hospital. During the four-month study, the parents of children admitted to Children's with respiratory illness were invited to participate in the

(Continued on Page 2)



— Child hospitalizations

(Continued from Page 1)

Stop Tobacco Outreach Program (STOP), which included an initial motivational interview, written materials, nicotine replacement therapy, phone counseling and referral to the parents' own primary care physician. Of the 71 smoking parents enrolled in the study, 80 percent completed all counseling sessions, and 56 percent accepted free nicotine replacement therapy at the time of enrollment. After two months, half reported making an attempt to quit that lasted at least 24 hours, and 20 percent reported sustained tobacco abstinence, significantly more than the overall U.S. cessation rate of 2 to 3 percent.

"All of the parents in the study said that STOP should be offered to parents who smoke at the time a child is hospitalized," Winickoff says. Nancy Rigotti, MD, director of the Tobacco Research and Treatment Center at the MGH, was the study's principal investigator, and other team members were Valerie Hillis and James Perrin, MD, of MGH, and Judith Palfrey, MD, of Children's Hospital. ●

Financial assistance for future education

MGH employees who want to further their careers by taking advantage of educational and training opportunities can receive financial assistance through the MGH Tuition Reimbursement Program.

Employees are eligible for the program after completing six months of continuous employment. To participate, employees may submit an application to the MGH Training Office at Charles River Plaza prior to starting a class. The employee must be enrolled in a degree or certificate program at an accredited institution.

Approval is required prior to the start of class, and reimbursement is paid at the completion of the class. Employees also must submit an acceptance letter from the school for the degree or certificate program into which they are enrolled, as well as a course description and cost-per-credit schedule from the school's catalog.

Managers and supervisors are encouraged to become familiar with the policy, which is located online at *http://is.partners.org/hr/affiliates/* or call (617) 726-2230 for more information.

Healing hands create healing art

While providing excellent health care to patients is the top priority for MGH clinicians, many of them also do their best to heal patients' broken spirits. A group of caregivers at MassGeneral Hospital for Children are using the healing power of art to bring hope and joy to young pediatric patients. This group of physicians, house staff, nurses and administrators has joined together with patients and families to form the Healing Arts Group and will host a special celebration to highlight their artistic endeavors Jan. 15, at 5:30 pm in the WACC Lobby.

Called the Healing Arts Festival, the event will showcase the many talents of the group — such as music, paintings, photography, poetry and dance — as well as other artistic contributions from the MGH community and beyond. The celebration also will commemorate the third anniversary of MassGeneral Hospital for Children. The artwork displayed at the festival and in-kind donations from more than 30 local businesses and individuals will be sold in a silent auction to raise money for art programs within MassGeneral Hospital for Children.

According to the Healing Arts Group vision statement, its mission is "to enhance the healing process of the children who inspire us every day by bridging their burdens of illness with the rich rewards of fantasy and art. By providing these children and their caregivers with artistic venues for facing their common challenges, we hope to bring dignity and optimism into their lives."

For more information about the Healing Arts Festival, send e-mail to Somava Saha Stout, MD, at *sstout@partners.org* or call Shannon Scott-Vernaglia, MD, at (617) 724-5991. ●

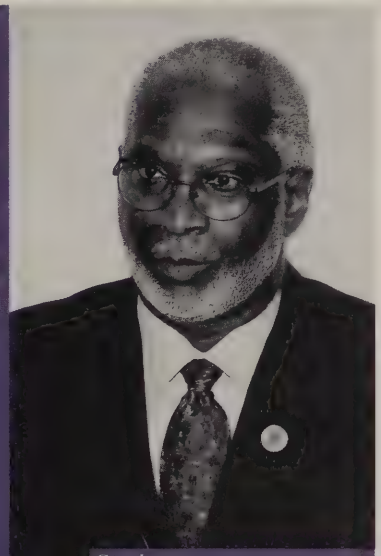
Somava Saha Stout, MD, a medical and pediatric resident, and patient Molly Randall create a colorful cloth square that will be sewn into a quilt made by patients and caregivers to be displayed at the Healing Arts Festival.

Satcher speaks on racial disparity at MGH

During December's holiday hustle and bustle, many MGHers took time Dec. 16 to hear a prestigious guest speaker raise an important subject to the health care community — racial disparities. Former U.S. Surgeon General David Satcher, MD, spoke about inequality in health status and access to care for minorities. His presentation focused on the Healthy People 2010 goals, which is a set of national objectives used by community, state and professional organizations to develop programs designed to improve health. One of the main goals of the program is to eliminate health disparities among different segments of the population.

Satcher's visit to the MGH was sponsored by MGH Community Benefits, the MGH Multicultural Affairs Office (MAO), the MGH Office of the President and the Massachusetts General Physicians Organization (MGPO). The presentation also featured MGH guest speakers James J. Mongan, MD, now president and CEO of Partners HealthCare; Peter L. Slavin, MD, now president of the MGH; Win Williams, MD, director of the MAO; Deborah Washington, RN, director of Diversity for Patient Care Services, and Joseph Betancourt, MD, MPH, of the MAO.

As a follow-up to this event, Slavin is forming a subcommittee of the hospital's Diversity Committee to examine the role the MGH could play in reducing racial disparities.



Satcher

What to do in winter weather

With the recent winter blasts of snow and freezing rain, it is important for MGHers to be reminded of the hospital's severe weather policy, which is found in the Human Resources Policy and Procedures Manual. The MGH always remains open, regardless of the weather conditions. As a 24-hour, 365-days-a-year operation, the MGH must provide services to patients during even the worst of storms.

Jeff Davis, senior vice president for MGH Human Resources, reminds employees to reserve earned time for those stormy days when it's most judicious to stay at home. "We always encourage employees to use their best judgment during severe weather and want them to consider their personal safety when travel conditions are poor," he says.

If employees decide not to come to work, however, they should notify their supervisors immediately. The severe weather policy stipulates that employees who come to work during storms will be paid for hours worked. Employees who do not come to work will be charged earned time.

Employees will not be charged for tardiness because of severe weather, and if employees are dismissed by a supervisor once they have arrived, they will be paid for the remainder of their shift.

Supervisors have discretion regarding staffing during a storm but should have a plan in place to keep their units open and a contact system for employees to report absences. To close a unit, a supervisor first must obtain approval from the appropriate vice president. Supervisors are encouraged to check whether other areas of the hospital need extra help before they send their own employees home.

For procedure updates during bad weather, employees are encouraged to call the MGH Weather Emergency Line at (617) 724-6100. For more information about the MGH's weather policy, employees should contact their HR generalists or their supervisors. ●

Walk helps ALS research

Ellen's Walk for amyotrophic lateral sclerosis (ALS) research at the MGH, named in honor of MGH ALS patient Ellen Kaatz, took place Nov. 10 in New Hampshire and raised $42,000 to support the MGH ALS Clinical Trials Unit. Shown below, 13-year-old Emily Lavigne, who raised more than $1,700 for Ellen's Walk, presents a check to Merit Cudkowicz, MD, MSc, director of the MGH Neurology Clinical Trials Unit.

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MGH HOTLINE

WHAT'S HAPPENING

CRP seminar
The Clinical Research Program (CRP) and the Human Research Committee will sponsor "Clinical Researchers Beware: Privacy Rule is Closer Than You Think" Jan. 15, from 4 to 5 pm at CNY Conference Room 114 and Jan. 29, from 8 to 9 am in the Wellman Conference Room. An overview of the privacy regulations with specific attention to the impact on research will be presented. The lecture fulfills the required training for HIPAA and qualifies for AMA category 1 and risk management credits. Registration is required to receive credit. For more information, contact Marilyn Trinidad at (617) 726-5010.

CNY blood drive
MGH employees working at CNY are invited to participate in a blood drive Jan. 22, from 8:30 am to 2 pm. The MGH Bloodmobile will be located at CNY Building 149. For more information or to make an appointment to donate, call Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org*.

United Way hockey benefit
In support of the United Way campaign, the MGH will sponsor a celebrity hockey game with MGH employees and friends playing against members of the Bruins Alumni organization, "Black and Gold Legends," Feb. 7 at New England Sports Center in Marlborough, Mass. A limited number of tickets is available at the Warren Library, from 1 to 3 pm, beginning Jan. 10. Tickets in advance are $15, or $20 at the door. For more information, call (617) 724-0361.

Winter 2003 schedule for computer training
Partners Information Systems Training has introduced the winter computer workshop training schedule for Microsoft Office applications. Classes are held at Corporate Training, Charles River Plaza, 185 Cambridge St. For more information, visit *http://is.partners.org/training*. Schedules and registration forms also are available by calling (617) 724-1240.

Partners Physicians Day
All MGH physicians are invited to participate in the fourth annual Partners Physicians Day Feb. 8, from 8 am to 5 pm. Registration forms recently were mailed to all Partners physicians. The registration deadline is Jan. 17. For more information, call Grace Bommarito at (617) 278-1058. To register online from a Partners workstation, visit *http://intranet.partners.org/clinicalaffairs*.

Nursing career expo
MGH Patient Care Services will hold a Nursing Career Expo Jan. 16, from 1 to 7 pm in the Wellman Conference Room. Nurse managers, nurse educators and Human Resources staff will be on hand to discuss various career opportunities for staff nurses at the MGH. The Center for Clinical and Professional Development also will present a continuing education session for participants in the O'Keeffe Auditorium, from 1:30 to 2:30 pm. For more information, call Megan Brown at (617) 726-5593.

Martin Luther King, Jr., Day celebration

MGH employees and staff are invited to "A Celebration of the Legacy of Rev. Martin Luther King, Jr.," Jan. 24, from 3 to 4 pm in the O'Keeffe Auditorium. John Lewis — a congressman from Georgia, civil rights activist and advocate of the philosophy of nonviolence — will speak at the event. Admission is free, and seating will be on a first-come, first-served basis. For more information, call (617) 724-0928.

In memoriam

Marshall K. Bartlett, MD, former director of MGH Operating Rooms, died Dec. 14 at the age of 98. He joined the MGH surgical team in 1932.

Bartlett introduced and promoted a number of new approaches to the management of surgical diseases, such as modified radical mastectomy.

He pioneered the formation of a group practice involving MGH surgeons; its development ultimately provided the foundation of the Department of Surgery as it exists today.

In his honor, the MGH Department of Surgery had recently endowed the Marshall K. Bartlett Professorship of Surgery at Harvard Medical School.

For those who would like to contribute to the Marshall K. Bartlett Surgical Fellowship, donations can be sent to the MGH Development Office, 55 Fruit St., Boston, MA 02114.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

January 31, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

The legacy of Martin Luther King: U.S. Congressman addresses MGHers

It has become a much-anticipated event for MGH and Partners employees — the annual Martin Luther King, Jr., celebration, featuring a prominent guest speaker to share insights concerning the legacy of the slain civil rights pioneer. This year's presentation, held Jan. 24 in the O'Keeffe Auditorium, continued the tradition. U.S. Rep. John Lewis (D-Georgia), delivered a rousing speech, describing his upbringing in rural Alabama, detailing his experiences as a civil rights activist alongside King and gratefully recounting the care he received at the MGH many years ago.

Lewis, who was born the son of sharecroppers in Troy, Ala., developed a strong commitment to the civil rights movement at a young age. He was only 18 when he first met King, who became his friend and mentor. Because of Lewis' commitment to the cause, he became a prominent leader and activist, recognized as one of the "Big Six" leaders of the civil rights movement.

One of the most memorable demonstrations that Lewis recounted for the MGH audience was in 1965, when Lewis led 600 marchers across the Edmund Pettus Bridge in Selma, Ala. The marchers were brutally attacked by state troopers in the historic civil rights

(Continued on Page 2)

Lewis, right, with former MGH nurse Pat Beckles, RN.

ADVANCES

Minimally invasive treatment successfully destroys kidney tumors

A minimally invasive, experimental treatment is proving successful in removing small kidney tumors from appropriate patients. In the February issue of *Radiology*, an MGH research team describes how radiofrequency ablation (RFA) destroyed all renal cell carcinoma tumors less than 3 cm in size and some larger tumors, depending on their location.

"We're very pleased with the success we've had, particularly treating small tumors and those on the outside of the kidney," says Debra Gervais, MD, of MGH Radiology, the paper's first author. "We now have another year of experience beyond what is reported in this paper — more than 30 additional patients — with similar results."

RFA delivers heat generated by electrical energy to tumor sites through a thin needle, similar to probes used in biopsy procedures. It also is used to treat cardiac arrhythmias, small liver tumors and a benign bone tumor called osteoid osteoma. Researchers at several centers have tried it for patients with kidney tumors for whom surgical removal was not an option — including patients with only one kidney.

The MGH researchers describe the outcomes for the first 34 consecutive patients treated with RFA — with 42 individual tumors — over a three-and-a-half-year period. All tumors located on the surface of the kidney were completely destroyed, regardless of size. Although larger tumors within the central kidney were more difficult to treat, more than half of such tumors were destroyed with additional treatments.

Peter R. Mueller, MD, MGH director of Abdominal Imaging and the paper's senior author, says, "Even patients with multiple tumors can be treated as outpatients and maintain good kidney function." W. Scott McDougal, MD, chief of Urology at MGH, adds, "I am optimistic that, with further study, RFA will someday become the standard of care for selected kidney tumors." Other co-authors of the report are Francis McGovern, MD, urologist, and Ronald Arellano, MD, radiologist, both of MGH.

— The legacy of Martin Luther King

(Continued from Page 1)

confrontation that became known as "Bloody Sunday." Because of the injuries he sustained there, Lewis eventually was brought to the MGH for tests and treatment.

Lewis was elected to Congress in 1986 and is currently serving his ninth term in office. He holds many leadership positions, has written his autobiography and continues to speak out against racial discrimination.

"I don't know where our country would be today without Martin Luther King — he not only liberated his people, but he liberated a nation," said Lewis. "If he were here today, he would tell us to use our resources to heal, not kill; to build, not tear down; to come together, not to separate. We must walk with the wind and let the spirit of Martin Luther King be our guide."

Members of the Robeson Institute with Mondejar, right.

Thomas P. Glynn, chief operating officer for Partners, introduced Lewis, and Jeff Davis, senior vice president for MGH Human Resources, served as master of ceremonies.

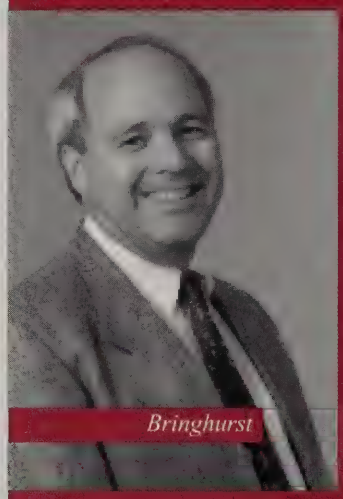
Also at the event Peter L. Slavin, MD, president of the MGH, spoke about the hospital's progress in diversity efforts for employees and patients. Oswald Mondejar from MGH Human Resources introduced the MGH Black Achievers for 2003 — Jennifer Jackson and Felicity Goodridge. Deborah Washington, RN, MSN, director of Diversity for Patient Care Services, introduced four young poetry readers from the Paul Robeson Institute for Positive Self-Development, who read a poem called "Ultimate Peoplehood." She also introduced Yegue Badigue, a young pianist from Chad, Africa, and a student at the Perkins School for the Blind. He played two pieces for the audience. ●

Bringhurst named to leadership position

Richard Bringhurst, MD, of the MGH Department of Medicine, has been named senior vice president for Medical Services for the MGH and the Massachusetts General Physicians Organization (MGPO), effective Feb. 1. In this role, he will have responsibility for administrative oversight of the many divisions and programs within the Department of Medicine.

Working closely with Dennis Ausiello, MD, MGH physician-in-chief, Bringhurst will be the liaison for the many clinical and research efforts associated with the Department of Medicine, with the exception of primary care, the MGH health centers and the cancer and cardiac service lines.

Bringhurst also will serve as a link between the senior administration for the hospital and the MGPO. "Rick will be a tremendous asset in this new role as he provides an important bridge between the physicians and the hospital," says David Torchiana, MD, chairman and chief executive officer for the MGPO.



Bringhurst

In addition, he will be serving as the vice president designated to participate in the administrative oversight of the research facility planned for Charles River Plaza *(see story on Page 3)*.

"Rick has repeatedly demonstrated his strong management skills, most recently directing research space management for the hospital," says Peter L. Slavin, MD, MGH president. "He brings valuable clinical and research skills to the table, and I am thrilled that he is joining our senior management team."

Ausiello adds,"Rick is a talented and dedicated physician, who has served as a strong leader for the Department of Medicine. His thoughtfulness and flexibility have made him widely respected as a colleague, mentor and friend."

Bringhurst has been a member of the MGH family since 1974, coming to the hospital as a medical resident and then joining the medical staff at the completion of his training. Since 1994, he has served as chief of staff in the Department of Medicine, and in 1996 was named associate director of Research. He received his medical degree from Harvard Medical School and his undergraduate degree with highest honors from Princeton University.

New Charles River Plaza building to house MGH research centers

Four new MGH research centers will find a home in a new building to be constructed in Charles River Plaza, adjacent to the main hospital campus. The multidisciplinary centers will incorporate both current MGH research teams and new investigators and have been designed to help meet the medical and scientific challenges of the 21st century.

When the owners of Charles River Plaza announced plans for an additional building two years ago, MGH research leadership looked into whether the facility could help alleviate the hospital's continuing need for research space. A task force formed by the Executive Committee on Research (ECOR) investigated not only how to take advantage of a potential new facility but also how best to set research priorities for the near future.

"The hospital has added several research facilities in recent years, but nothing on this scale since the CNY Building 149 was completed in the 1980s," says Daniel K. Podolsky, MD, incoming chair of ECOR and leader of the planning task force.

The group analyzed the current MGH research program, looked at priorities not addressed by existing activities and developed a plan for four centers that would stretch across traditional departmental lines. "When we asked kind of science would have the greatest impact on medicine in the future, these key areas emerged," says Podolsky *(see box, upper right).*

The new building will be built over and encompass the existing 185 Charles River Plaza, which currently houses MGH Training and some Radiology offices. Most of the 6½ new stories to be built, will be devoted to MGH research. The building is expected to be completed in 2005.

An illustration of the new research building (center) as seen from the corner of Blossom and Parkman streets. The Holiday Inn is on the right.

"In addition to allowing the recruitment of new investigators," says Richard Bringhurst, MD, co-chair of the task force, "the four centers will help bring together some programs that have become fragmented and give some collaborating groups the advantage of physical proximity."

MGH research centers planned for Charles River Plaza

Center for Integrative and Computational Biology
Development and application of systems and equipment to analyze complex genetic, protein and cellular information.

Director: Brian Seed, PhD

Center for Regenerative Medicine and Technology
Studies of stem cell biology, tissue engineering, development of sensory and imaging technologies.

Director: David Scadden, MD

Center for Human Genetics
Human genetics research, clinical genetics, DNA and tissue banking, genotyping.

Director: to be named

Center for Physiologic Genomics
Studies of how a genome relates to physical function, development of model organisms, proteomics.

Director: to be named

SAC meeting and research symposium

The annual meeting of the MGH Scientific Advisory Committee — a group of distinguished researchers who advise the hospital on research policy — will get under way with the annual poster session for MGH researchers in the Wellman 1 Conference Room Feb. 5, from 11:30 am to 2 pm. Later that afternoon, activities will move to O'Keeffe Auditorium where SAC member Wylie Vale, PhD, of the Salk Institute, will discuss stress hormones. Also making scientific presentations will be the new MGH research center directors *(see story above)* Brian Seed, PhD, and David Scadden, MD, along with James Gusella, PhD, director of the MGH Molecular Neurogenetics Unit.

On Feb. 6, the SAC 55th annual meeting will be held in the Wellman Conference Room. In addition to reviewing the current state of MGH research, the session will address research coordination with Partners, the new research centers and faculty issues. All members of the MGH community are welcome at this session, which runs 8:20 am to 12:15 pm and from 1:15 to 3 pm.

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MGH HOTLINE

WHAT'S HAPPENING

Work/life seminar
The Employee Assistance Program (EAP) will sponsor a work/life seminar "Healthy Relationships" Feb. 13, from noon to 1 pm in the Wellman Conference Room. The seminar will help participants identify the indicators of healthy and unhealthy relationships and also provide guidance in defining and meeting their needs in relationships. For more information, call the EAP at (617) 726-6976.

Blood donations needed
Because of an increased need for blood components, the MGH Blood Donor Center would like to encourage MGHers to donate blood. Blood donations are at an all-time low. To make an appointment, call (617) 726-8177.

CAG seminar
The Clinical Advisory Group — Information Systems (CAG) will offer a forum open to all clinicians Feb. 3, from 5 to 7:30 pm in the Wellman Conference Room. Issues concerning the clinical community will be addressed. For more information, call (617) 724-9910.

Partners Physicians Day
All MGH physicians are invited to participate in the fourth annual Partners Physicians Day Feb. 8, from 8 am to 5 pm. For more information, call Grace Bommarito at (617) 278-1058. To register online from a Partners workstation, visit *http://intranet.partners.org/clinicalaffairs.*

Faculty seminar series
The Department of Medicine Academic Council will present the first in its faculty seminar series entitled, "How to Write a Grant — Fellows and Beginning Scientists," Feb. 12, from 4 to 5:30 pm in the Ether Dome on Bulfinch 4. The discussion will include strategies for timing and preparation for independent grants, NIH structure, federal funding vs. private foundations and industry resources. Registration is not necessary. For more information, call (617) 726-8557.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

Team MGH hits the ice for charity

Some of MGH's finest will lace up their hockey skates and take to the ice. "Team MGH" will face off against members of the "Black and Gold Legends" — a team of former Boston Bruins hockey players Feb. 7 at 8 pm at the New England Sports Center in Marlborough, Mass.

The game is a fundraising event for the MGH United Way campaign. Money raised from ticket sales will go directly to support United Way programs.

According to David Read, chair of the MGH United Way Committee, the Bruins are enthusiastic about helping the MGH meet its campaign target. This event has garnered some top players from Bruin's history, including Jeff Dumart, Ken Hodge, John Bucyk, Billy O'Dwyer, John McKenzie, Bob Sweeney, Don Marcotte, Gary Doak, Andy Brickley and Bob Beers.

MGHers are encouraged to come and root for their colleagues. In addition to the game, there will be food and raffles, which includes a hockey stick autographed by Bruins players.

Tickets are $15 in advance and are available at the Warren Library, Monday through Friday, from 1 to 3 pm, and also at the cashier's office at CNY. Tickets also will be available at the door the night of the game for $20.

An important aspect of the United Way campaign is that a percentage of the money raised beyond the projected goal goes directly back to the hospital in the form of a donation to MGH Social Services, which helps MGH patients and their families in financial need.

Team MGH

February 7, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

"I used CalStat. Did you?"

It is a question that MGHers have been asking their colleagues lately, "Did you use CalStat?" And a few brave employees did so in a very public way by lending their images to the MGH Hand Hygiene Program's poster campaign. Seven employees are featured in posters being distributed throughout the hospital this week.

While this public display might result in good-natured ribbing by colleagues, these MGH employees feel strongly about the message — to practice good hand hygiene before and after patient contact by using CalStat, the waterless hand disinfectant available throughout the hospital.

"We know for a fact that products like CalStat are effective in destroying bacteria from hands, and using the waterless gels can significantly decrease the spread of hospital-acquired infections," says David Hooper, MD, chief of the MGH Infection Control Unit and chair of the Hand Hygiene Task Force. "We want all clinicians to make CalStat use a standard part of their practice."

The posters feature Hooper, with Rob Rigdon and Cy Hopkins, MD, of Infection Control, along with medical resident Larry Allen, MD; Lisa Kasman, PT, of Physical Therapy; and Jean Stewart, RN, Ghislaine Vatelia and Gwen Lakes, all of White 6 *(Lakes is shown above).*

For more information about the Hand Hygiene Program, call the Infection Control Unit at (617) 726-2036. ●

MGHers watch the snow fall during the blizzard.

Spaulding names new president

Spaulding Rehabilitation Hospital, a member of Partners HealthCare, has announced that Judith Waterston, MSN, will become Spaulding's new president effective March 17. With more than 30 years of rehabilitation and acute care experience, Waterston will be the first woman to lead the Spaulding Rehabilitation Hospital Network. The Spaulding network includes its main campus, a 296-bed facility located near North Station, and seven outpatient sites throughout the greater Boston area.

Waterston

Currently, Waterston is the president and chief executive officer of the Mt. Sinai Hospital Medical Center and Schwab Rehabilitation Hospital and Care Network of Chicago, Ill., where she has served for the past four years. Her responsibilities there include planning, directing and coordinating all activities for the 125-bed rehabilitation hospital and the 432-bed acute care, teaching and research hospital.

Prior to her position at Mt. Sinai and Schwab, Waterston was the executive director of the Baylor Institute for Rehabilitation in Dallas, a position she held for seven years. She has bachelor and master of science degrees in Nursing and spent the first 10 years of her career teaching and in clinical practice.

Me and my shadow: Students learn about MGH

Twenty-two high school students from East Boston High School interested in learning about the health care field shadowed various MGH employees Jan. 31 during the city of Boston's annual Groundhog Job Shadow Day. MGH departments that participated included the Office of the President, Nursing, Police and Security and Radiation Oncology as well as several others.

The purpose of Job Shadow Day is to help students identify career skills, allow them to spend one-on-one time with someone in a desired field and show the relevance of education to work experience.

Job Shadow Day at the MGH is a collaboration between the Private Industry Council and the MGH Community Benefit Program, which sponsors many partnerships with Boston public schools. The MGH has a partnership with East Boston High School through the ProTech program as well.

MGHers and their shadows

"Best Doctor" List: Responding to questions

The February issue of *Boston Magazine* includes a list of some of the top doctors in the area. This year's list has prompted many questions from employees, patients, the media and others because so few MGH physicians were included compared with the number of doctors from other institutions.

After discussing the methodology of the survey with Doug Most, senior editor at *Boston Magazine* who coordinated the project, and talking with other hospitals, it appears that the dramatic differences may be attributed to survey techniques that varied from hospital to hospital.

Last November, *Boston Magazine* asked certain hospitals, including the MGH, to provide a list of 100 random physicians to whom the magazine could send a survey. The magazine sent other hospitals the actual survey letter and asked that their public affairs offices distribute it to physicians and encourage them to complete and return it to the magazine. Those

AFTER DISCUSSING THE METHODOLOGY WITH DOUG MOST, SENIOR EDITOR AT *BOSTON MAGAZINE* WHO COORDINATED THE PROJECT, AND TALKING WITH OTHER HOSPITALS, IT APPEARS THAT THE DRAMATIC DIFFERENCES MAY BE ATTRIBUTED TO SURVEY TECHNIQUES THAT VARIED FROM HOSPITAL TO HOSPITAL.

hospitals that had an opportunity to distribute the form directly to their medical staffs had significantly higher representation than those who were asked to provide names to the magazine.

While the magazine's survey methods may have been inconsistent, the physicians on the list represent the level of medical excellence that has long been the hallmark of the Boston area.

Seven outstanding MGH physicians are on this year's list. Gilbert Daniels, MD, and John Godine, MD, were named in endocrinology; Allen Pineda, MD, was listed in the family practice category but should have been included under internal medicine; Robert Hughes, MD, was named in internal medicine; and Esther Israel, MD, and Ronald Kleinman, MD, were listed in pediatric gastroenterology. MGH physician Harland Winter, MD, also was listed in pediatric gastroenterology, but his hospital affiliation was listed incorrectly. ●

MGHers remember weathering the storm of the century

It was one of the biggest snowstorms ever to hit Boston. With some 30 inches of snow, wind gusts exceeding 60 miles per hour, and snowdrifts 15 feet high, the city was brought to a complete standstill. Throughout the Great Blizzard of '78, businesses and schools closed, cars were abandoned and city streets and highways became virtually impassable. But at the heart of a silent city, a beacon of hope remained — the MGH. A city in itself, the hospital teemed with unlikely heroes and stories that still are remembered today.

The storm itself, which started Feb. 6, lasted only two days but employees and patients who found themselves at the hospital were stranded for up to a week. For many employees, the biggest challenge was just getting to the hospital. Many MGHers were forced to walk. "I knew I had to get to work," says Richard Devoe, purchasing manager in Environmental Services. "When I made the decision to go, I piled on as many layers of clothing as I could, put on my boots, grabbed my backpack and just started to walk." Devoe made it on foot from South Medford.

Jim Guiry, senior construction manager in the Planning Office worked in the MGH Carpenter Shop at the time of the blizzard. He left his house in Everett at 5:30 am to walk to the subway — only to find the MBTA closed. He decided to continue on foot. He arrived at the MGH a little after 9:30 am where he was met by his supervisor Dennis Dickson. "I had just walked miles in a blizzard, and the first thing Dennis said to me was 'You're late for work Guiry.'" Dickson obviously was joking, but a sense of humor proved essential for everyone to get through the long week ahead.

A sudden loss of power in the early morning hours of Feb. 7 caused temporary chaos, remembers Susan Barraclough, RD, senior manager for Retail Food Services and Food Production. "It was the first moment when things stopped being fun and started to become a little scary. I wasn't sure what was to come next," she says.

When the power was restored, the alternate generators caused a circuit overload leaving Bigelow 8 and 11 still without electricity. MGHers responded with professionalism and grace. Nursing staff performed manual breathing support for critical patients until power was fully restored. "Throughout it all, the nurses kept their focus on patients, their families and their colleagues," says Judy Newell, RN, MSN, nurse manager. "We truly were a team, and the partnerships that were created that week still remain today."

Nutrition and Food Services kept the cafeteria open until midnight and fed all staff, employees and volunteers for free while also attending to the dietary needs of patients. At one point during the power outage, Barraclough and her staff carried food trays up the darkened stairs to patients in the White Building while volunteers who lived on Beacon Hill staffed the kitchen and made hundreds of sandwiches.

Meanwhile, the Materials Management Department worked hard to provide needed supplies — from pharmaceuticals and syringes to blankets and towels.

Buildings and Grounds staff kept the outside of the hospital shoveled and accessible to incoming patients and employees. Nick Gallante, who worked in the Buildings and Grounds Department for more than 40 years and retired in 2002, led the snow removal efforts.

Buildings and Grounds workers also braved the treacherous roads to pick up stranded employees and drove to local stores to obtain essential supplies, including several trips to the Hood milk plant in Charlestown when the milk supply ran low.

"We faced a challenge that week that we had never seen before," says Guiry. "MGHers were happy to step up to the plate to do whatever needed to be done."

Barraclough remembers: "There was such a wonderful sense of camaraderie and teamwork among the staff and volunteers. I came out of it with a renewed respect for the skills and talents of our employees. It was a difficult time but it was an absolutely wonderful experience in many ways."

MGHers walk to work after the blizzard.

For more interesting facts about MGHers experiencing the blizzard of '78, see Page 4.

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MGH HOTLINE

WHAT'S HAPPENING

Harvard forum
The Harvard Eating Disorders Center at the MGH will sponsor a public forum on body image, culture and the media Feb. 24, from 7 to 9 pm at the Harvard Graduate School of Education in the Gutman Conference Center in the Gutman Library. Panel participants will include actress Jamie-Lynn Sigler from HBO's "The Sopranos" and Abby Gardner, beauty director for *YM Magazine.* The event is free. For more information, contact Sarah White at (617) 724-1744.

Ethics forum
The MGH Ethics Task Force will sponsor "Happy Valentines Day: Love and Sex in the World Views of C.S. Lewis and Sigmund Freud" Feb. 14, from noon to 1 pm in the MGH Sweet Conference Room on the fourth floor of the Gray Building. Author Armand M. Nicholi, MD, associate clinical professor of Psychiatry at Harvard Medical School, will be the guest speaker. Participants are welcome to bring their lunch. Beverages and dessert will be provided. For more information, send e-mail to Alexandra Cist, MD, at *acist@partners.org.*

Faculty seminar series
The Department of Medicine Academic Council will present the first in its Faculty Seminar Series entitled, "How to Write a Grant — Fellows and Beginning Scientists," Feb. 12, from 4 to 5:30 pm in the Ether Dome on Bulfinch 4. The discussion will include strategies for timing and preparation for independent grants, NIH structure, federal funding vs. private foundations and industry resources. For more information, call (617) 726-8557.

South African choir to sing
The Sinikithemba Choir will perform at the MGH Feb. 14, at 4 pm, in the Main Corridor. The choir, whose Zulu name translates to "Give Us Hope" or "We Give Hope," is comprised of 30 members from South Africa, all of whom are infected with HIV. The group's music is a mix of gospel and Zulu folk songs. The concert is sponsored by the MGH Diversity Committee and the Partners AIDS Research Center. All are welcome to attend the free concert. For more information, contact Katherine McMonagle at (617) 724-8332.

Luncheon for women faculty
The MGH Office for Women's Careers will hold its sixth installment in a noontime learning series Feb. 13, from noon to 1 pm in the Burr 5 Conference Room. Guest speaker Erika B. Gray, who is on the faculty at Suffolk Law School, will speak about handling conflict in the workplace. Participants are welcome to bring their lunch. For more information or to register, call (617) 724-5229 or send e-mail to *womens.careers@partners.org.*

Interfaith peace service
The MGH Chaplaincy will hold an interfaith service for peace and harmony Feb. 12, from 12:15 to 12:45 pm in the MGH Chapel on Ellison 1. MGH chaplains will conduct the service, which will focus on bringing peace to the world. All are invited to attend.
For more information or to speak to a chaplain, contact the Chaplaincy at (617) 726-2220.

Remembering the blizzard of '78

- Massachusetts was in a state of emergency with a six day driving ban.
- Power failed in the hospital Feb. 7, from 3 to 6:30 am.
- Beacon Hill residents, who volunteered to make sandwiches for patients and staff, formed human chains on staircases to deliver food to all patients.
- The majority of MGH employees arrived at the hospital by walking, using skis or emergency vehicles.
- The MBTA opened the Charles Street station earlier than planned after the blizzard was over to help MGH employees get to and from work. The station also had extended hours for employees working the evening shift.

- On top of working extra shifts, 150 employees donated blood during the blizzard.
- MGH Radiation Therapy, aided by the National Guard for transportation, remained fully functional for cancer patients and saw a total of 271 patients throughout the week.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.
www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

February 14, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Castaldo helps a trainee put on personal protective gear.

HAZMAT training prepares MGHers for emergencies

It may not be in their job descriptions to don personal protective equipment — such as face masks, breathing respirators and chemical-resistant coveralls — but a group of 66 MGHers did just that last week in a series of hazardous materials (HAZMAT) decontamination training sessions.

Comprised primarily of employees from Environmental Services, Police and Security, Emergency Services and the Safety Office, the group participated in three separate daylong training sessions to help prepare them in the event of a chemical HAZMAT emergency.

The training sessions were led by Robert Castaldo, director of the MGH Environmental Health and Safety Office, and Julia Gabaldon, the MGH emergency management coordinator. Participants learned about the hospital's newly adapted disaster response system, called Hospital Emergency Incident Command System (HEICS), and how the emergency plan is activated in a disaster.

"I am impressed by the cross-disciplinary support and teamwork being displayed by the group and their commitment to helping the hospital further develop its HAZMAT response capability," says Castaldo. "Their flexibility in fulfilling response-plan roles and the special knowledge and skills they all bring to the team are critical to our success."

The sessions specifically focused on chemical HAZMAT response, supplementing earlier efforts to address radioactive HAZMAT response. The sessions included learning how to recognize and detect hazardous materials, how to

(Continued on Page 2)

Team MGH loses game but wins big

With much anticipation, the MGH's newly formed hockey team took to the ice Feb. 7 in a fund-raising event that raised more than $11,000 for the MGH United Way campaign. On the 25th anniversary of the Blizzard of '78, another unexpected snowstorm raged outside the New England Sports Center in Marlborough, Mass., as Team MGH faced off against the Black and Gold Legends — a team of former Boston Bruins hockey players. The employees, family and friends who ventured out into the snow for the game were treated to a night of fun.

As some might have anticipated, Team MGH was defeated by the Black and Gold Legends (16 to 4), but that didn't keep the team's spirit down. "It was all in good fun," says David Read, team player and chair of the MGH United Way campaign.

Jennifer Jackson, administrative director for Radiation Oncology, sang the national anthem. Jeff Davis, senior vice president for Human Resources, was on hand to draw the names of raffle winners from a bedpan. One raffle winner received a hockey stick autographed by the Bruins.

"We all had such a wonderful time for a great cause," says Read. "Most of the Bruins players joined us for a celebration following the game too. They gave an incredible amount of support and are looking forward to doing this again next year."

Team MGH and the Black and Gold Legends

New endovascular surgery suite unveiled

Feb. 10 marked the unveiling of a long-awaited new endovascular surgery suite in the operating room that offers integrated surgical and radiological capabilities. This state-of-the-art facility will help accommodate the expansion of MGH Vascular Surgery from the full spectrum of conventional surgery to more widely used minimally invasive methods, known as endovascular surgery. Now called the Division of Vascular and Endovascular Surgery, the staff members of the area sees patients with a variety of vascular problems that include poor circulation from blockages or narrowing of arteries, and other conditions that lead to strokes and aneurysms.

Development of the new suite began more than two years ago and stemmed from the hospital's stent graft program to treat aortic aneurysms. The first such implant occurred in 1994. Because the procedure was guided by X-ray imaging, portable radiography equipment had to be wheeled in and out of the original surgical suite.

According to Richard P. Cambria, MD, chief of Vascular and Endovascular Surgery, the MGH has been a leader in this type of procedure, performing more than 650 cases in seven years. "The operating room we were using was designed for conventional surgery," he says. "Using the portable equipment was the poor man's way of making it work, but we needed a facility that would utilize the latest technologies to increase our efficiency, and the hospital agreed."

The new suite, which has a separate control room for X-ray and other imaging capabilities, will allow surgical staff to perform a wide array of procedures and should significantly increase the division's patient volume from the current 1,400 cases per year.

"We are most appreciative of the hospital devoting resources to this new suite," says Cambria. "It allows us to continue our tradition of performing the best quality vascular surgery."

Endovascular Surgery staff in the new suite.

— HAZMAT training prepares MGHers for emergencies

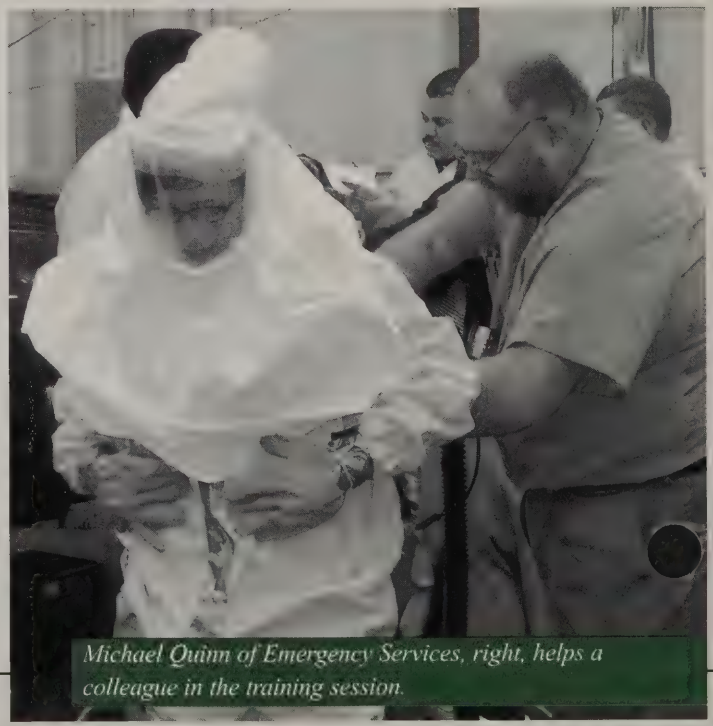
(Continued from Page 1)

triage and decontaminate exposed patients and how to navigate patients through the hospital's decontamination process in warm and cold weather conditions.

The group also toured the hospital's decontamination room, which is located near the Emergency Department's main entrance. In addition, these employees had the opportunity to don personal protective equipment and practice decontamination techniques in the hospital's decontamination tent.

These sessions, plus a training exercise held Feb. 5, also are meant to prepare these teams for a citywide HAZMAT response drill to be held Feb. 27. Sponsored by the Federal Emergency Management Agency, the citywide drill will include 10 Boston hospitals, including the MGH, as well as the Boston Fire Department and other local emergency response agencies. The drill is part of a larger program called the Comprehensive HAZMAT Emergency Response Capabilities Assessment Program.

"We learned a great deal from the last drill we had in November," says Gabaldon. "It is vital that we continue to train our staff and employees so that we can truly be prepared in any kind of internal or external emergency." ●

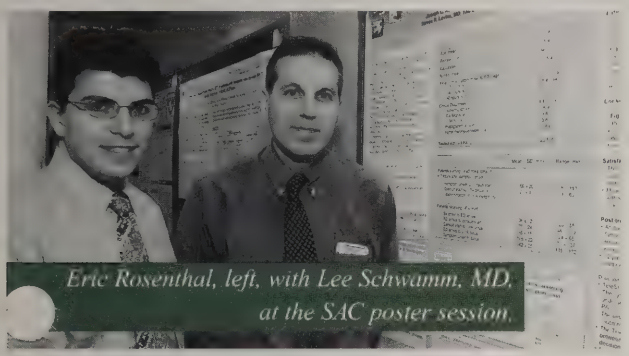


Michael Quinn of Emergency Services, right, helps a colleague in the training session.

SAC meeting examines future of MGH research

The future of research at the MGH was a major theme of the 56th annual meeting of the hospital's Scientific Advisory Committee (SAC), which took place Feb. 5 to 7. Several presentations and discussions focused on the four research centers that will be housed in the new Charles River Plaza building *(see Jan. 31 issue of Hotline)*.

The program began Feb. 5 with a poster session featuring presentations by more than 70 MGH researchers. Nine were named "posters of distinction." Six students from the Timilty Middle School also presented science fair projects.



Eric Rosenthal, left, with Lee Schwamm, MD, at the SAC poster session.

At the scientific symposium that followed, Wylie Vale, PhD, of the Salk Institute, discussed studies of the body's stress response. New research center directors Brian Seed, PhD, and David Scadden, MD, respectively, discussed how new technologies will help researchers meet the challenges of 21st century science and the potential of research into hematopoietic (blood-cell-forming) stem cells. James Gusella, PhD, director of the Center for Human Genetics, used his group's work on Huntington's disease as an example of how genetics has the potential to lead to improved treatments.

The SAC meeting Feb. 6 began with reports from Ronald Newbower, PhD, senior vice president for Research and Technology, and Richard Bringhurst, MD, senior vice president for Medical Services, on the state of MGH research and the planning process for the new facility. Eugene Braunwald, MD, Partners vice president of Academic Programs, discussed the work of the Partners Research Strategy Committee; Raju Kucherlapati, PhD, scientific director of the Harvard/Partners Genetics and Genomics Center, outlined the center's accomplishments; and Henry Chueh, MD, of the Laboratory of Computer Science, demonstrated the new Research Patient Data Registry.

A session on faculty issues described the successful efforts of the Office of Multicultural Affairs and the Office for Women's [illegible]ers. The afternoon focused on the new research centers, with the directors each presenting their vision for the centers' focus and direction. ●

Recognizing excellence: Bowditch Prize awarded

Jerene Bitondo, PA, of Cardiac Surgery, and Virginia Capasso, RN, PhD, of Surgical Nursing, were named this year's recipients of the annual Nathaniel Bowditch Prize in recognition of the significant contributions they each have made to improving the quality of care while reducing costs. The prize — an award certificate, a lapel pin and a check for $5,000 — was presented to each last week at a luncheon honoring the nominees.

Bitondo was recognized for her work on the adoption of endoscopic vein harvest in cardiac bypass surgery, which has led to the reduction of wound complications. She was nominated by David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization and former chief of Cardiac Surgery.

Capasso was honored for her efforts to establish a home care program for post-operative vascular surgery patients, a program that proved so successful that it was expanded to include other patients with complex wounds. She was nominated by William Abbott, MD, chief of Vascular Surgery *emeritus*.

Andrew L. Warshaw, MD, surgeon-in-chief, who chaired the Bowditch selection committee, said the group had a very difficult time selecting a single individual. "The competition was so tight that we decided to present the award to two of the nominees," he said. Warshaw also thanked Ira Stepanian, a member of the hospital's board of trustees, for contributing an additional $5,000 enabling the full amount to be given to both recipients.

Capasso, left, with Bitondo

Peter L. Slavin, MD, president of the MGH, Torchiana and Edward Lawrence, chairman of the MGH Board of Trustees, also spoke at the event.

The Bowditch Prize was established by Charles and Nancy Munger through the Alfred C. Munger Foundation to honor Nathaniel Bowditch (1773-1883), a pioneer in celestial navigation. Bowditch's two sons were important figures in the history of the MGH. Nathaniel Ingersoll Bowditch served for several years as a trustee, both as a chairman and vice president, and also was responsible for writing the first volume of the MGH's history. His brother, Henry, was a house officer at the MGH in 1832 and became a leader in the treatment of diseases of the chest.

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MGH HOTLINE

WHAT'S HAPPENING

CRP training seminar
The Clinical Research Program (CRP) will present an all-day training seminar "Conducting FDA-Regulated Research" Feb. 26, from 8 am to 5 pm in the Wellman Conference Room. The training session will focus on the basic duties of research nurses and coordinators involved in investigational drug or device studies. The course does not address NIH studies or MGH specific policies. Registration is required. To register, visit *http://crnet.mgh.harvard.edu* or call Alison Simmons at (617) 726-1669.

Black History Month event
Gerald R. Reed, immediate past president of Blacks in Government (BIG) and chief of Information Services at the Pentagon in Washington, DC, will be the guest speaker at the Association of Multicultural Members of Partners (AMMP) Black History Month event. The event will be held Feb. 24, from noon to 1 pm in the O'Keeffe Auditorium with a reception immediately following in Bulfinch 222. Reed's address will be based on the national Black History Month theme for 2003, "The Souls of Black Folks, Centennial Reflections." For more information, call (617) 724-0928.

Bloomingdale's shopping day
Bloomingdale's department store at Chestnut Hill and the MGH Vincent Obstetrics and Gynecology Service will offer a shopping day to MGHers March 5. Tickets are $10 and entitle the shopper to discounts of 15 percent on nearly everything in the store. All money from ticket sales will go directly to support MGH Vincent research. For more information or to purchase tickets, call (617) 724-7884 or send e-mail to *smcgrail@-partners.org*.

Harvard forum
The Harvard Eating Disorders Center at the MGH will sponsor a public forum on body image, culture and the media Feb. 24, from 7 to 9 pm at the Harvard Graduate School of Education in the Gutman Conference Center in the Gutman Library. Panel participants will include Jamie-Lynn Sigler from HBO's "The Sopranos" and Abby Gardener, beauty director for *YM Magazine*. The event is free and open to all. For more information, contact Sarah White at (617) 724-1744.

Longwood Symphony Orchestra concert
Join the Longwood Symphony Orchestra March 8 at 8 pm for a concert to benefit the New England Hemophilia Association. The medical staff ensemble will present an all-French program featuring Alexandra Montano, mezzo soprano and a world premier by Christopher Culpo. Tickets are $20 general admission, and $15 for students and seniors. For ticket information, call (617) 536-2412.

MGH/Timilty Partnership program
The MGH/Timilty Partnership invites MGH employees to participate in the Timilty Middle School's Promising Pals program. Participants will serve as pen pals to Timilty students from February through June. Each Promising Pal is asked to befriend a Timilty student by exchanging letters and attending a breakfast at the school in June. Spanish/English bilingual employees are encouraged to participate. For more information or to register for the program, send an e-mail to Norma Soto at *nsoto@timilty.boston.k12.ma.us* or call (617) 724-3210.

Blood donations needed
Because of an increased need for blood components, the MGH Blood Donor Center would like to encourage MGHers to donate blood. There is an urgent need for donations, which are at an all-time low. The Blood Donor Center is open Monday through Thursday, 8:30 am to 6:30 pm, and Fridays, 8:30 am to 4:30 pm. For more information, call (617) 726-8177.

IN GENERAL

Ashley Bush, MD, of MGH Neurology, was awarded the 2003 Potamkin Award for Alzheimer's disease research from the American Academy of Neurology. This award recognizes major contributions to the understanding of the cause, prevention and treatment of, and ultimately the cure for Pick's, Alzheimer's and related diseases. Bush will present a 20-minute lecture during an aging and dementia scientific session at the American Academy of Neurology's 55th annual meeting March 29 to April 5.

Rudolph Tanzi, PhD, of the MGH Genetics and Aging Unit, recently was presented with three honors. He was awarded the 2002 Ellison Medical Foundation Senior Scholar Award for his work on the role of the multiligand receptor, LRP in Alzheimer's disease-related neuropathogenesis and aging. Tanzi also was invited to speak at the prestigious TIME — Future of Life Summit, a three-day conference celebrating the 50th anniversary of the discovery of DNA. The summit will feature his recent book co-authored with Ann Parson, "Decoding Darkness: The Search for the Genetic Causes of Alzheimer's Disease." Tanzi also was invited to present a lecture at the 2003 American Association for the Advancement of Science annual meeting.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.
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***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

February 21, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH community comes together under extraordinary circumstances

After a powerful storm hit New England Feb. 17, leaving a record-breaking 27.5 inches of snow, most of Boston was brought to a standstill. But the MGH continued operations like a well-oiled machine — caring for the sick, feeding staff, visitors and patients, and keeping hospital grounds maintained and free of snow.

As a matter of course, MGHers are prepared for emergencies such as this — teaming together to ensure patients still receive the highest quality care. But behind the scenes, thousands of nonclinical employees work diligently to sustain smooth hospital operations under even the most extreme conditions.

This spirit was exemplified during and after Monday's snowstorm, when the hospital community learned about the tragic accident involving a beloved MGHer who lost his life doing what he did best — helping to keep the hospital safe and functional for everyone.

Like many of his co-workers, Ricardo Diaz of MGH Buildings and Grounds came in on his day off to help with snow removal efforts around the hospital during the blizzard. He arrived at 10 am Feb. 17 to do what was needed. That evening, while operating a Bobcat snowplow behind the Jackson Building, Diaz went through a grate, falling 20 feet

(Continued on Page 2)

In memoriam: Ricardo Diaz

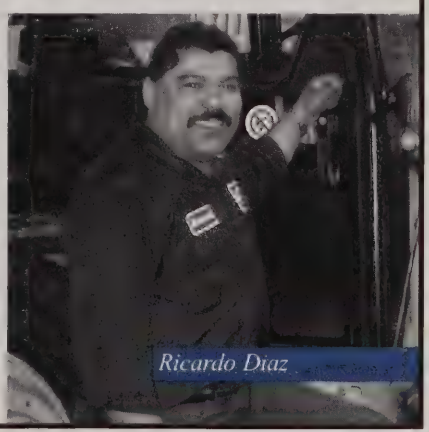
A 12-year MGH employee, Ricardo Diaz of the MGH Buildings and Grounds Department, died Feb. 18 in a tragic accident while plowing snow from the sidewalks around the hospital.

A native of El Salvador, Diaz, 39, came to the United States in the 1980s, working two part-time jobs in the Boston area to support his family until he came to the MGH in May 1991. His first position at the hospital was in Environmental Services, where he was promoted twice before accepting another promotion and transferring to Buildings and Grounds to take a position as an auto mechanic.

Gary Butler, his supervisor in Buildings and Grounds, called Diaz a truly dedicated and hard-working member of the team who came in around 10 am on the first day of the blizzard to help with snow removal. Even though it was his day off, Diaz joined 18 of his colleagues in the arduous task of clearing the sidewalks and paths around the main campus. "That's the kind of guy he was; he did everything to the fullest," says Butler. "Ricardo was always right out there, asking what he could do and helping out in whatever way he could. Everything that Ricardo did, he did with that extra little bit. He never asked, he just did. And he gave it his all."

According to Greg Doyle, director of MGH Buildings and Grounds, Diaz was enormously well liked and well respected by everyone who knew him or worked with him. "Ricardo was a wonderful guy who worked hard to make a better life for himself and his family," says Doyle. "He was an incredible employee, and we will miss him a lot."

Diaz leaves his wife, Rafaela, and three brothers, a sister and their families — all from the Boston area — and his mother, daughter and granddaughter in El Salvador. Those who wish to send a card to the Diaz family should direct it to the attention of Greg Doyle, Buildings and Grounds, Gray Basement 00-0017.



Ricardo Diaz

—A community comes together

(Continued from Page 1)

down to the level of the sub-basement. Co-workers from Buildings and Grounds, Police and Security and the Emergency Department worked with Boston firefighters under incredibly difficult conditions to free him. Diaz died shortly after midnight Feb. 18.

With great sadness and broken hearts, MGHers came together later that day to mourn the tragic death of their colleague. At a special meeting, hospital leaders spoke of Diaz and his exemplary dedication to his job.

"Ironically, Buildings and Grounds staff are here to ensure our safety and the safety of our patients," said Jean Elrick, MD, senior vice president for Administration. "To lose one of our own in this way is particularly painful. We do not know exactly how the accident happened, but we are looking at this incident thoroughly and thoughtfully to make sure that it will never, never happen again."

Every day without fanfare, without hesitation, many unsung MGH heroes go beyond their job descriptions to help keep employees, patients and visitors safe and comfortable. Those who work in the Buildings and Grounds Department — people like Ricardo Diaz and his colleagues — come in willingly on their days off, stay late until the work is done and help their co-workers when needed.

Their work ranges from fixing small inconveniences to tackling overwhelming construction challenges. They are there to shovel and salt the sidewalks during the worst of storms. At a moment's notice, they repair broken locks, replace light bulbs, patch holes in walls, set up microphones and maintain hospital vehicles. With careful planning and precision, they transform offices and storage areas into much-needed patient care space. They keep the hospital cool in the summer and warm during the long winter months.

Organized into specialty shops, the staff members of Buildings and Grounds — in hallmark blue uniforms emblazoned with first names — represent a proud and dedicated team. They are an integral piece of the MGH fabric, an important part of this hospital's heart and soul. It is with deepest gratitude and most heartfelt sympathy, that the MGH proudly salutes the Buildings and Grounds staff. ●

South African chorus brings message of hope, perseverance

MGH employees, patients and visitors received a special Valentine's Day gift when the Sinikithemba Choir performed an enthusiastic blend of gospel and Zulu folk songs in the Central Lobby Feb. 14. The South African choir, whose Zulu name means "we give hope," is comprised of 30 HIV-infected men and women who belong to a support group at McCord Hospital in KwaZulu Natal Province. The group was in Boston to sing at an international viral conference, where they performed for former President Bill Clinton. The MGH Diversity Committee and the Partners AIDS Research Center sponsored their MGH appearance.

Members of the Sinikithemba Choir

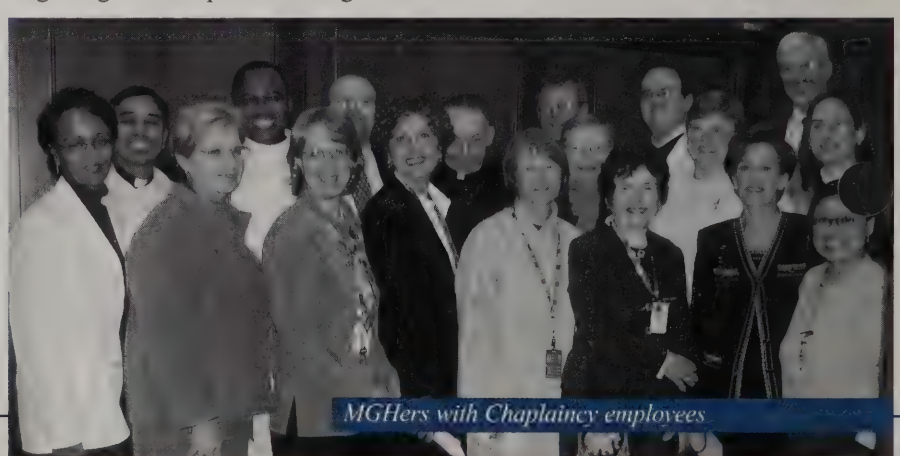
A prayer for peace

In these uncertain and increasingly worrisome times, the desire for peace is all the more relevant and needed. In recognition of this need, the MGH Chaplaincy hosted an interfaith vigil Feb. 12 to pray for world peace and harmony.

"We need peace of mind, body and spirit," says Michael McElhinny, chaplain for Oncology. "It is important to strive to meet the pastoral needs of all. In our MGH community, our diversity is our strength." He also spoke about the importance of the acceptance of all, without regard to age, gender, race or religion.

Chaplaincy staff representing a myriad of religions and faiths at the service included McElhinny, Edward Todd, Rabbi Benjamin Lanckton, Fethiya Aboubaker, Rev. Felix Ojimba and Rev. Ann G. Haywood.

The service also included a performance by Jane Beaton, who encouraged attendees to sing along to the inspirational song "Let There be Peace on Earth." ●



MGHers with Chaplaincy employees

MGH HOTLINE

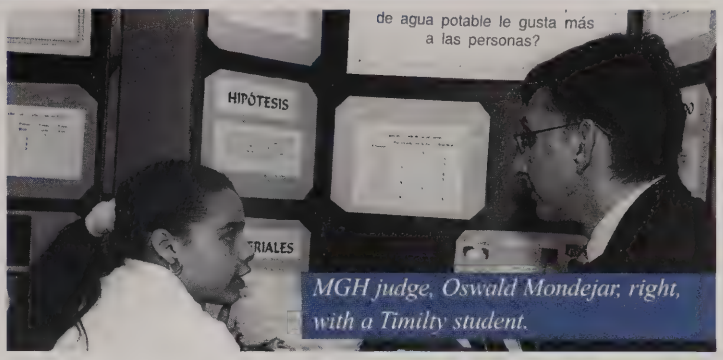
The magnificent seven

Seven MGH employees were recognized for enhancing diversity at the MGH and contributing to the African American culture at the Patient Care Services annual African American Pinning Ceremony held Feb. 14.

The honorees were Joyce Henry of White 7, Cheryl Dear of Bigelow 13, Shirley Prescod, LPN, of Blake 12, Drina Prescod, RN, of Ellison 20, Joy Williams, RN, of Radiology and the Emergency Department, Angela Solis of Blake 6, and Bernida Washington of Ellison 9.

The recipients were nominated by fellow employees and chosen by a committee consisting of MGH leadership and a panel of previous recipients.

Pinning ceremony recipients



MGH judge, Oswald Mondejar, right, with a Timilty student.

Tomorrow's scientists shine at Timilty Science Fair

This year's annual Timilty Science Fair, held Feb. 10 to13, highlighted colorful experiments, proud mentors and bright smiles as more than 600 students from the James P. Timilty Middle School in Roxbury participated in the event. As in the past, MGHers were eager to cheer on tomorrow's scientists as they traveled to the school to judge the science fair projects. The science fair is a culmination of efforts by the MGH/Timilty Partnership, organized by MGH Community Benefits. Each year, approximately 30 Timilty students from grades 7 and 8 work with MGH mentors who help their young apprentices create experimental science fair projects. "The Timilty Science Fair is a great success each year because of the efforts of MGHers who volunteer their time as mentors and judges," says Susan Berglund, program manager.

MGHers volunteer their time as mentors from October through February. For more information about the MGH/Timilty Partnership, call (617) 445-5712. ●

Twice as nice: Twin sisters deliver Valentine's Day surprise

Twin MGH patients delivered a double dose of joy just in time for Valentine's Day. After sharing their birthday for 32 years, the fraternal twin sisters now have two children who share the same birthday. Born two minutes apart, the sisters from East Boston gave birth at the MGH Feb.13. Marlene Forbes delivered Michael Anthony, and Michele D'Ambrosio delivered Dante Anthony.

Not only was the double delivery a joyous occasion for the two families, but local TV stations and newspapers covered the good news at a press conference held on Ellison 13.

From left, Melissa Forbes with her mother, Marlene, and baby brother, Michael, along with Michele D'Ambrosio and her son, Dante.

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MGH HOTLINE

WHAT'S HAPPENING

Harvard forum
The Harvard Eating Disorders Center at the MGH will sponsor a public forum on body image, culture and the media Feb. 24, from 7 to 9 pm at the Harvard Graduate School of Education in the Gutman Library. Panel participants will include actress Jamie-Lynn Sigler from HBO's "The Sopranos" and Abby Gardner, beauty director for *YM Magazine*. The event is free. For more information, contact Sarah White at (617) 724-1744.

Memorial service
A memorial service for Ann Stodolnic, RN, an MGH nurse, will be held Feb. 27, at 7:30 am in the MGH Chapel, with a reception immediately following in the Trustees Room. Stodolnic died Nov. 2. All MGH colleagues and friends are invited to attend.

Black History Month event
Gerald R. Reed, immediate past president of Blacks in Government and chief of Information Services at the Pentagon in Washington, will be the guest speaker at the Association of Multicultural Members of Partners Black History Month event. The event will be held Feb. 24, from noon to 1 pm in the O'Keeffe Auditorium, with a reception immediately following in Bulfinch 222. Reed's address will be based on the national Black History Month theme for 2003, "The Souls of Black Folks, Centennial Reflections." For more information, call (617) 724-0928.

Blood donations needed
Because of an increased need for blood components, the MGH Blood Donor Center would like to encourage MGHers to donate blood. Blood donations are at an all-time low, and there is an urgent need for donations. The Blood Donor Center is open Monday through Friday, from 8:30 am to 4:30 pm. To make an appointment, call (617) 726-8177.

Bloomingdale's shopping day
Bloomingdale's department store at Chestnut Hill and the MGH Vincent Obstetrics and Gynecology Service will offer a shopping day to MGHers March 5. Tickets are $10 and entitle the shopper to discounts of 15 percent on nearly everything in the store. All money from the ticket sales will go directly to support Vincent research. For more information or to purchase tickets, call (617) 724-7884 or send e-mail to *smcgrail@partners.org*.

HAZMAT drill
The MGH will be participating in a citywide hazardous material (HAZMAT) response drill Feb. 27. Sponsored by the Federal Emergency Management Agency, the citywide drill will involve 10 Boston hospitals, including the MGH, the Boston Fire Department and other local emergency response agencies. The drill is part of a larger program called the Comprehensive HAZMAT Emergency Response Capabilities Assessment Program (CHER-CAP). The hospital's HAZMAT teams and other key employees will be responding to the drill, and the hospital's HAZMAT tent that will be set up in front of the main entrance to the hospital. For more information, contact the MGH Safety Office at (617) 726-2425.

Timilty Science Fair showcase
Students participating in the MGH/Timilty Partnership Science Fair Mentoring Program will display their posters in the ninth annual Science Connection Showcase March 4, from 9 to 11 am in the Main Corridor. All MGHers are invited to attend. For more information, contact Wanda Velazquez at (617) 724-6424.

Longwood Symphony Orchestra concert
Join the Longwood Symphony Orchestra March 8 at 8 pm for a concert to benefit the New England Hemophilia Association. The medical staff ensemble will present an all-French program featuring Alexandra Montano, mezzo soprano and a world premier by Christopher Culpo. Tickets are $20 general admission, and $15 for students and seniors. For more information about the concert or to purchase tickets, call (617) 536-2412.

IN GENERAL

Susan Briggs, MD, MPH, of MGH Surgery, recently was elected president of the Pan American Trauma Association. The organization seeks to encourage the exchange of knowledge and information among physicians, nurses and other health care personnel who take care of patients in North, Central and South America.

M. Ellen Kinnealey, RN, of Biomedical Engineering, and **Nathaniel Sims, MD,** of MGH Anesthesia, recently received the Janssen Elder Care Award from the National Patient Safety Foundation. Kinnealey and Sims were awarded $10,000 for their submission entitled, "Infusion Pumps with 'Drug Libraries' at the Point of Care: A Solution for Safer Drug Delivery." The National Patient Safety Foundation was created for individuals and organizations committed to improving the safety of patients.

Bruce Walker, MD, director of the Partners AIDS Research Center at the MGH, was awarded the Commitment to Children Award from the Elizabeth Glaser Pediatric AIDS Foundation. The foundation created the award to honor outstanding individuals who have taken significant steps toward ensuring the health of children.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

February 28, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

In the face of tragedy, the MGH unites

As the entire country watched the horrific televised footage of the nightclub fire in Rhode Island Feb. 21, the MGH was plunged into the midst of the unfolding tragedy as some of the most severely burned patients were transported to the hospital.

According to Alasdair Conn, MD, chief of MGH Emergency Services, the patients' injuries were some of the most intense burns he has seen in his career. "It is such a tragedy," he told the many members of the press who had gathered at the hospital. "I've seen equally severe burns but never this magnitude or number of people with such serious injuries."

Throughout the disaster, MGHers once again united and did what they do best — care for the injured, with professionalism and grace under incredible circumstances. The skilled and talented clinicians and support staff in the Emergency Department, operating rooms, intensive care units, Burn and Trauma Services, Respiratory Therapy, Social Services, Patient Care Services and the Post-Anesthesia Care Unit (PACU) diligently worked through the first crucial hours when the patients arrived, with many staff members remaining throughout the weekend. Staff in the MGH Blood Donor Center, Police and Security, Admitting, Environmental Services, Nutrition and Food Services, Telecommunications, Human Resources, Finance,

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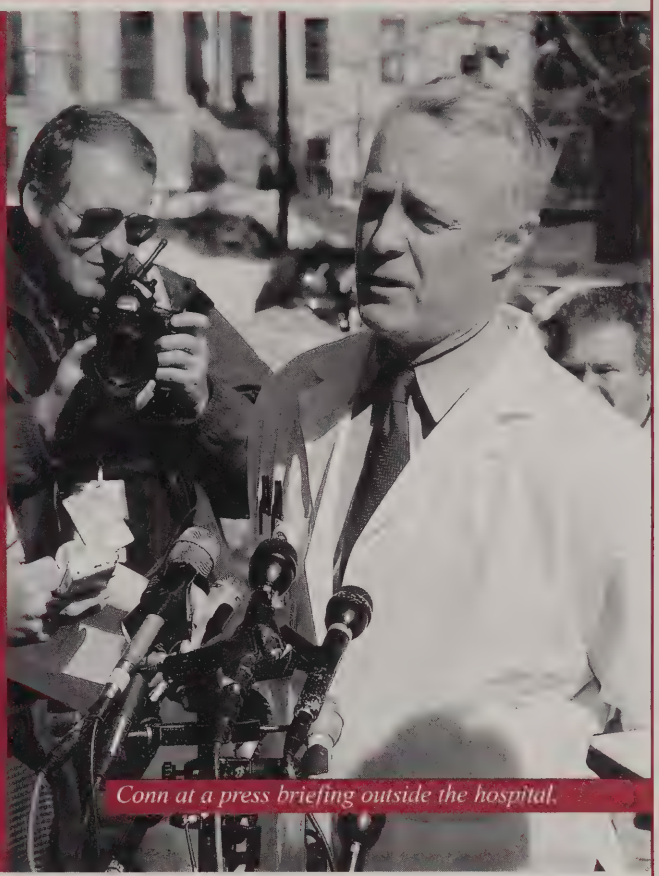


Conn at a press briefing outside the hospital.

Giving back to the youth community, MGHers recognized

Felicity Goodridge, program manager for the MGH Executive Health Services, and Jennifer Jackson, administrative director for MGH Radiation Oncology, recently were selected as Black Achievers for 2003 by the YMCA of Greater Boston.

The Black Achievers Program recognizes individuals who have demonstrated a history of achievement in their field, progressed within their organization, have the potential for further development, and show a willingness to participate in voluntary community service to benefit youth.

According to the Black Achiever nominations, Goodridge, who has been with the MGH for 15 years, brings compassion, patience, poise and perseverance to both her job and the volunteer work she does as a substitute Sunday school teacher, a member of her church outreach committee and an organizer of the youth program at Trinity Episcopal Church in Randolph, Mass.

From left, Goodridge and Jackson

Jackson — who for two years was part of the MGH Administrative Fellowship Program and has been with the Radiation Oncology department for six months — brings a proactive nature and dedication to her job, has already helped make significant operational improvements in her department and has shown herself to be a leader, according to the employees who nominated her. Already involved in crisis groups for women, such as DOVE (Domestic Violence Ended), Jackson also will be serving as a mentor in one of the youth programs offered by the Black Achievers Program.

Goodridge and Jackson were recognized at the Partners Martin Luther King, Jr. Celebration Jan. 24 and received their awards at the YMCA Awards Gala Jan. 30.

Message:
Are we still on
for tomorrow?
OK
ABC
Remember when you had to plan to call your mom?
Cell phones — a revolution in communication. You see people talking on them everywhere. Cell phones have made modern-day communication far easier and more convenient.
Soon MGH will roll out another revolutionary idea — PACE. PACE will do for patient registration what cell phones have done for communication.
PACE will be quick, accurate, simple, streamlined, efficient and effective.
It will be a change — A change for the better. It will make everyone's life a little easier — clinicians, staff, secretaries, patients, families and friends.
Join us!
Picking up the PACE
Patient Administrative Cycle Enhancements

ATMs, CDs and cell phones — PACE poster campaign features modern conveniences

Automatic teller machines, compact discs, television remote controls, microwave ovens and cellular phones — all modern inventions that make everyday life easier. These same items are featured in a poster campaign to help educate MGHers about the Patient Administrative Cycle Enhancements (PACE) project. The posters are being distributed this week in outpatient practices and portions of CNY.

Just as cell phones have made modern-day communication easier and more convenient, and ATMs have revolutionized the world of banking, the PACE program will change the way the hospital interacts administratively with outpatients. A joint effort between the MGH and the Massachusetts General Physicians Organization (MGPO), the PACE project will redesign outpatient administrative processes, provide enhanced technology to support these streamlined processes and ultimately provide a significant financial benefit to the hospital and the MGPO.

PACE teams have been working diligently during the past year to implement the first phase of the three-year project. These teams are gearing up to launch a pilot portion of the project with several of the outpatient practices sometime in late March. Additional information will be disseminated in the coming months through articles in *Hotline*, department and practice presentations as well as at open house sessions to be held at the end of March.

For more information about the project, visit the PACE website at *http://intranet.partners.org/mghidx/pace/.* ●

Better than ever: Patient Care Services website revamped

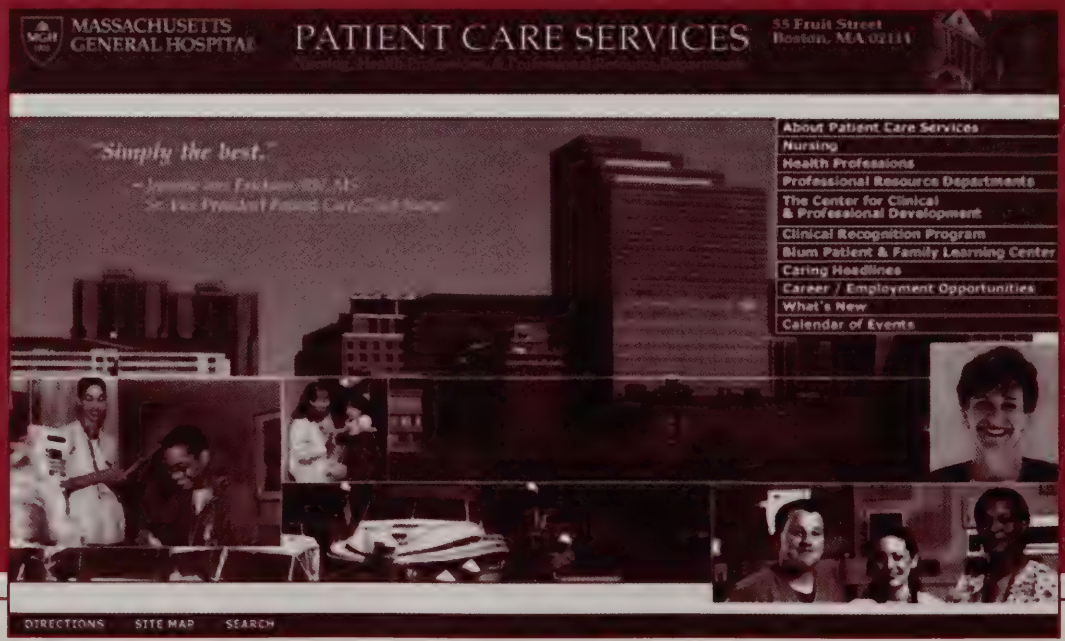
"Simply the best" is how Jeannette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, describes the newly revamped Patient Care Services (PCS) website.

Launched Feb. 20, the website was designed with a mandate from Ives Erickson to develop the "best patient care website in the country." The new site can be found at *www.mghpcs.org*, at *www.mghnursing.org*, or on the MGH homepage at *www.massgeneral.org*, by selecting "Departments and Program" and then "Patient Care Services."

The goals of the new website are to assist in the recruitment of PCS staff, showcase how care is delivered within the department, profile PCS departments and personnel and provide a method of internal communications for PCS staff.

The new website features 300 pages, approximately 5,100 links, 570 external links, 210 photographs, 110 profiles and many photos of PCS staff members.

For more information about the website, call Janet Madigan, RN, project manager, at (617) 726-3109.



Patient safety showcased, first awards presented

Partners Biomedical Engineering recognized three employees with its first Patient Safety Awards at a special ceremony held Feb. 5. Two award winners — one from the MGH, one from BWH — were chosen from departments or individuals nominated for demonstrating the best qualities of patient safety or identifying a serious patient safety problem and implementing an innovative solution.

Mark Marshall, a senior biomedical equipment technician from the MGH OR/Anesthesia Clinical Engineering Team, and Phillip Levine, a senior biomedical equipment technician at BWH, received the awards. Each award winner received a $500 prize.

A special Lifetime Achievement Award also was bestowed on Ellen Kinnealey, BSN, RN, of MGH Biomedical Engineering. Kinnealey has devoted her career to developing solutions to various issues of medication errors and is widely known at the MGH for her dedication to patient safety related to medical devices.

Next month, Kinnealey will receive a "Solutions Award" at the National Patient Safety Foundation's (NPSF) Annual Congress for leading the implementation of a system for avoiding medication errors related to drug infusions. The NPSF award includes a $10,000 prize, which will be used for development of other safety-related system improvements.

In giving the awards, Jeffrey B. Cooper, PhD, director of Partners Biomedical Engineering, spoke about the importance of creating a culture of patient safety at all Partners institutions. "Having such a culture creates an environment for employees to feel secure about openly discussing errors," he said. "Sharing such important information is then used to create solutions to system problems, which are at the root of most adverse events."

Kinnealey, left, receives her award from Cooper.

— In the face of tragedy, the MGH unites

(Continued from Page 1)

Buildings and Grounds, Public Affairs, Materials Management and Volunteer Services also rose to the occasion.

"When the MGH got the call that we would be receiving a number of severely burned patients, our hospital immediately set the wheels in motion," said Peter L. Slavin, MD, president of the MGH. "Staff members willingly stayed beyond their shift or came in on their days off, surgical schedules were adjusted and countless other details were coordinated quickly and thoughtfully to ensure we were ready to offer the finest care to both patients from the fire and other p[illegible]s throughout the hospital."

A family support center was set up in the Blum Patient and Family Learning Center for the burn patients' families and friends. Staff members from Social Services, Nursing, Psychiatry, Chaplaincy and Administration painstakingly worked to help identify patients and provide assistance and support to hundreds of frightened and confused family members who came to the MGH searching for loved ones.

Rhode Island Governor Don Carcieri visited the burn patients and their families Feb. 25 to offer support and to thank the MGH staff who have been managing the complex medical needs of the burn patients. "I've been talking with the families of these patients, and they can't say enough about what you all are doing," said Carcieri at a press briefing during his visit. "Their hearts swell with compliments for this hospital's staff for the care of their loved ones. I just want to thank everyone for the efforts that have gone on here and at the other hospitals in Massachusetts."

"I'VE BEEN TALKING WITH THE FAMILIES OF THESE PATIENTS, AND THEY CAN'T SAY ENOUGH ABOUT WHAT YOU ALL ARE DOING."

— DON CARCIERI, RHODE ISLAND GOVERNOR

Colleen Ryan, MD, co-director of the MGH Sumner Redstone Burn Unit, also said at the press briefing that the families have shown great resolve and courage through this difficult time. "Having been through other disasters like this, I'm always amazed at the tremendous show of courage of patients and their families in such a sad situation. It is truly a privilege for us to care for these people."

Through the tragedy, MGHers once again proved that their level of talent, compassion and dedication is unparalleled. Said Slavin, "It is a tremendous commitment of loyal and caring people that enables the MGH to stand as a beacon of hope, a place of healing, comfort and support in the midst of tragedy."

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MGH HOTLINE

WHAT'S HAPPENING

Prayer service for the healing of AIDS
MGH Chaplaincy will host a special chapel service as part of Boston Black Churches Week of Prayer for the Healing of AIDS, March 6 at 12:15 pm in the MGH Chapel on Ellison 1. Participants will learn more about the ways the MGH is involved in AIDS work around the globe, hear live African-American music in the church tradition and join others in praying for the healing of AIDS. For more information, contact the Chaplaincy at (617) 726-2220.

Raising Environmental Awareness League
Raising Environmental Awareness League (REAL), a newly formed environmental group at the MGH, is seeking new members. The next meeting is March 5, from 3:45 to 4:30 pm in the Blake 8 conference room. For more information, send e-mail to *rhorr@partners.org.*

EAP seminar
The Employee Assistance Program (EAP) will be offering a seminar about breastfeeding. "Nourishing Your Newborn" will be held March 5, from noon to 1 pm, in VBK room 401. For more information, call (617) 726-6976.

Friends Fighting Breast Cancer dinner dance
The sixth annual Friends Fighting Breast Cancer gala dinner dance in honor of Janet Connolly O'Neill, the group's co-founder, will be held March 15 at the Boston Copley Marriott Hotel. Tickets are $75 per person. All money from ticket sales will benefit ongoing breast cancer research at the MGH. For more information or to purchase tickets, contact Joanne Tenaglia at (978) 664-2892.

Bloomingdale's shopping day
Bloomingdale's department store at Chestnut Hill and the MGH Vincent Obstetrics and Gynecology Service will offer a shopping day to MGHers March 5. Tickets are $10 and entitle the shopper to discounts of 15 percent on nearly everything in the store. All money from the ticket sales will go directly to support Vincent research. For more information or to purchase tickets, call (617) 724-7884 or send e-mail to *smcgrail@partners.org.*

Timilty Science Fair showcase
Students participating in the MGH/Timilty Partnership Science Fair Mentoring Program will display their posters in the ninth annual Science Connection Showcase March 4, from 9 to 11 am in the Main Corridor. All MGHers are invited to attend. For more information, contact Wanda Velazquez at (617) 724-6424.

MGHers recognize Black History Month

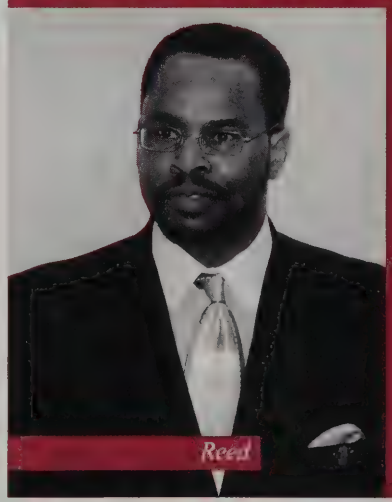
Members of the Association of Multicultural Members of Partners (AMMP) recognized February as National Black History Month with a notable guest speaker at their monthly meeting held Feb. 24 in the O'Keeffe Auditorium.

Gerald R. Reed, past president of a nonprofit organization called Blacks in Government (BIG), based his speech on this year's Black History Month theme "The Souls of Black Folk, Centennial Reflections."

Peter L. Slavin, MD, president of the MGH, was on hand to introduce Reed, and several other special guests attended the event, including Massachusetts Senator Dianne Wilkerson and Darnell Williams, former AMMP chair and current president and CEO of the Urban League of Massachusetts.

Guests were treated to a monologue performed by members of the Theatre Arts Department of the Boston Arts Academy and then were invited to enjoy a soul food luncheon.

Organized in 1975, BIG is the only organization of its kind dedicated to the interests and issues of African American public servants. Reed was president of the organization for two consecutive terms, lasting a period of four years, and currently is branch chief for Army Applications Development at the Pentagon in Washington.


Reed

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by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.
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***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

March 7, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH to participate in smallpox vaccination plan

While the Boston Public Health Commission's (BPHC) smallpox vaccination program began last week with the inoculation of nine public health response team members, the MGH has started its own preparations to be part of the BPHC's federally guided program. The MGH will be the designated site for the Phase 1A implementation of the BPHC's program. To inform MGHers about the hospital's plan, several smallpox information sessions were held at the hospital this week, led by David Hooper, MD, chief of the MGH Infection Control Unit.

In these information sessions, Hooper outlined what is involved in giving and receiving the vaccination, what the possible side effects are, medical liability for illness caused by vaccination, the city and statewide plans for vaccinating health care workers and how the MGH's participation coordinates with those plans.

According to Hooper, the city of Boston currently is in Phase 1A of what is called the "pre-event" smallpox vaccination program. This includes health care workers — mostly consisting of physicians and nurses who work in

(Continued on Page 2)

Hooper

Construction site tragedy brings more sadness to the MGH

The MGH community was met with more sad news March 5 when an iron worker was killed in a tragic accident on the construction site of the hospital's new ambulatory care building. Christopher MacInnis, 30, who was part of the team erecting the frame of the building, was struck and killed by a steel beam that fell from above him. Boston emergency medical workers and firefighters responded to the incident, and MacInnis was taken to the MGH Emergency Department where he died.

"The thoughts and prayers of the entire hospital community go out to Christopher's family and friends as well as his coworkers," said Peter L. Slavin, MD, president of the MGH.

A support center was set up immediately in the Blum Patient and Family Learning Center for MacInnis' family and the construction team. The MGH and Walsh Brothers Construction have been working together to investigate the cause jof the accident. Local, state and federal agencies were notified immediately, and officials from the Occupational Safety and Health Administration (OSHA) came to the site to review the incident.

"We are all shell shocked," said Richard Walsh, vice president of Walsh Construction. "We are such a close family here at the MGH. All the guys working on the project knew Chris, and he was well liked, in fact, he was a favorite. We are all totally devastated by this accident, and the hospital has been great in reaching out to the family and the construction team during this terrible tragedy."

This incident follows on the heels of the nightclub fire in Rhode Island, from which the MGH received some of the most severely burned patients, as well as the tragic death of a beloved MGH employee — Ricardo Diaz — during the blizzard Feb. 18.

"The last few weeks at the hospital have been the most difficult I've seen in my career here," Slavin said. "However, I've never seen the spirit of this place stronger. Everyone has rallied together to take care of these situations and make sure that every patient continues to receive the highest quality care. It truly has been an inspiration to be a part of such a talented and caring group of individuals. I have never been prouder of this institution."

"IT TRULY HAS BEEN AN INSPIRATION TO BE A PART OF SUCH A TALENTED AND CARING GROUP OF INDIVIDUALS. I HAVE NEVER BEEN PROUDER OF THIS INSTITUTION."

— PETER L. SLAVIN, MD, PRESIDENT OF THE MGH

ADVANCES

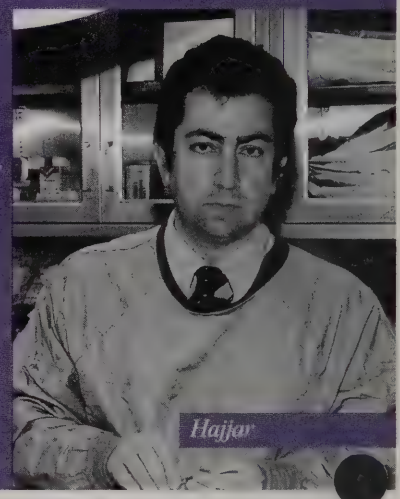
Factor identified that makes treating aging hearts with gene therapy difficult

MGH scientists and colleagues at other institutions have found why older cardiac cells are more difficult to treat with gene therapy than younger cells. The findings, published in the March 4 issue of *Circulation,* have implications for therapeutic strategies aimed at the aging population.

"Efforts to develop gene therapy for heart disease have been geared toward the elderly, because they have fewer therapeutic options," says principal investigator Roger Hajjar, MD, of the MGH Cardiovascular Research Center. "Our results show that we have some hurdles to overcome to optimize treatments in this population."

Many laboratory and clinical gene therapy studies have used modified adenoviruses to deliver beneficial genes into their target cells. Hajjar's group had shown that aging cells are more resistant to entry by adenovirus than adult cells, and the current study found that crucial proteins called integrins, which adenoviruses use to enter cells, are scarce in older cardiac cells.

Hajjar notes that it is possible to boost the expression of integrins. His team will continue looking for ways to optimize gene therapy in aging cells with the hopes of making it a realistic treatment strategy for the elderly. MGH co-authors are Fawzia Huq, MD; Djamel Lebeche, PhD; and Celine Mestel of the Cardiovascular Research Center.



Hajjar

Tropical rhythms transport MGHers to warmer climates

The Eat Street Café and the Tea Leaves and Coffee Beans café were transformed into tropical getaways Feb. 28, as the sounds of three live steel-drum bands transported employees, patients and visitors to warmer climates. At Tea Leaves and Coffee Beans, Michael "Toby" Tobas' performance provided a lunchtime escape, while the DishNDat band in the Eat Street Café treated lunchtime patrons to fun and invigorating tunes. The Volume Two Steel Band kept the tropical atmosphere alive with a nighttime performance in the Eat Street Café. A special tropical punch, palm tree decorations and a Caribbean cuisine menu completed the look and feel of a tropical island oasis.

— MGH smallpox vaccination plan

(Continued from Page 1)

emergency services and intensive care units — who volunteer to be a part of the first public health response teams. The goals of Phase 1A are to train health care workers to vaccinate others and to handle any potential issues of side effects from the vaccine. Approximately 10 volunteers are expected to be vaccinated at each acute care hospital in this phase, which includes half-day sessions March 10, 26, 27, 31 and April 1 and 2. Phase 1B, which will begin in April, will include the vaccination of additional volunteer health care workers — approximately 150 at the MGH.

"We have been working with the other Partners hospitals, along with city, state and federal officials to develop a thoughtful approach to this unprecedented national initiative," says Hooper. "In developing this plan, there have been a variety of challenging issues to address, such as patient and provider safety, liability and employee benefit plans. While all of the details are being worked out, we are committed to assuring the proper balance of public health needs and the needs and safety of our employees and patients."

Additional MGH information sessions are being planned in the coming weeks and will be announced through MG broadcast e-mail. A video of one of these information ses s also will be available in the Blum Patient and Family Learning Center beginning March 10.

For more information about smallpox, visit BPHC's website at *http://www.bphc.org/.*

MGH HOTLINE

Nominations for Pamela Ellis Memorial Secretarial Award

Nominations now are being accepted for the 2003 Pamela J. Ellis Memorial Secretarial Award, established in memory of Pamela J. Ellis, who served as an executive secretary at the MGH from 1992 to 1996.

The $1,000 award, which was established in 1997, will be given to an MGH employee who exhibits the outstanding qualities demonstrated by Ellis during her tenure. The award will be presented at the Secretarial/Clerical Staff Day luncheon April 23 at the MGH. All MGH executive secretaries, secretaries, administrative assistants, front desk receptionists and operations associates are eligible, and any employee may submit a nomination. The nomination forms may be sent to Sunayana Jhalani in the MGH Human Resources Employee Access Center, Clinics Building, room 117, or faxed to (617) 726-5797. Nominations also may be sent by e-mail in a similar format to *sjhalani@partners.org.*

Nomination forms are available online at *http://is.partners.org/hr/affiliates/mgh/Pamelajellis2003.htm* or can be picked up in Human Resources offices at the following locations: White 14, 75 Blossom Court, CNY Building 149 and at the MGH Chelsea, Charlestown, Back Bay and Revere health centers.

All nominations are due March 28 by 3 pm. The winner will be notified prior to the luncheon. ●

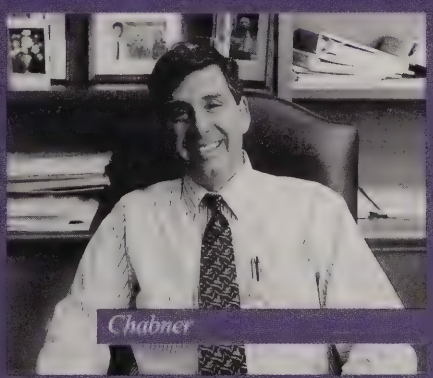
Recognizing excellence: Massachusetts General Hospital Cancer Center celebrates

With a rich history of conducting outstanding research and providing excellent cancer treatment, the Massachusetts General Hospital Cancer Center is celebrating its many accomplishments next week. The Cancer Center staff will be gathering March 11 for a series of celebrations throughout the day, ending with an evening event in the WACC Lobby starting at 5:30 pm.

"This celebration is meant to recognize the significant contributions our staff have made to the delivery of excellent cancer care," says Bruce Chabner, MD, clinical director of the Cancer Center. "We want to reflect on our history of research and clinical care and also look ahead as we embark on a new journey to further develop our position as a world-class leader in cancer care."

The Cancer Center was established in 1986 under the leadership of Kurt J. Isselbacher, MD, who had served previously as chief of Gastroenterology at the MGH for 30 years. "I was witnessing the rapid expansion of opportunities in both basic science and clinical research related to cancer, and I saw the opportunity for the MGH to further develop into one of this country's leading cancer centers," says Isselbacher. "Today, the success, the excitement, the opportunities clearly are based on multidisciplinary collaboration and cooperation."

The clinical activities of the Cancer Center have grown dramatically, with a tenfold increase in research trials and



Chabner

faculty in the past eight years. In addition, the Cancer Center laboratories, primarily based at CNY, have become established as a world-renowned research center.

An important component of the Cancer Center's success is the multidisciplinary collaborations that have been established to provide a full spectrum of services in cancer care. For example, MassGeneral CancerCare for Children — a division of MassGeneral Hospital for Children — works in collaboration with the Cancer Center to develop and provide the latest innovations in pediatric cancer care.

Another premier partnership is the Dana-Farber/Partners CancerCare (DF/PCC) program, which was started in 1996 as a collaboration in adult oncology among the MGH, Dana-Farber Cancer Institute and BWH. Currently, more than 12,000 new patients enter the DF/PCC system each year, making the alliance the largest cancer care provider in New England and one of the largest in the United States.

Based on the success of the DF/PCC, the Dana-Farber/Harvard Cancer Center was launched in 1999. This collaboration includes the MGH, Dana-Farber Cancer Institute, BWH, Beth Israel Deaconess Medical Center, Children's Hospital, Harvard Medical School and Harvard School of Public Health with a focus on cancer research efforts.

For more information about the Cancer Center, call (617) 726-5130 or visit *www.massgeneral.org/cancer.*

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MGH HOTLINE

WHAT'S HAPPENING

Ethics forum
An ethics forum entitled "Advance Directives: True Life Stories" will be held March 14, from 11:30 am to 1 pm in the Sweet Conference Room on Bigelow 4, room 432. A discussion will follow. Beverages and dessert will be served. For more information, send e-mail to *mwise@partners.org.*

EAP seminar
The Employee Assistance Program (EAP) will offer the seminar "Strategizing Your Financial Plan" March 13, from noon to 1 pm in the Wellman Conference Room. Tips for prioritizing goals and identifying available funds for investments will be offered. For more information, call the EAP at (617) 726-6976.

Spanish for health care
Registration for spring Spanish classes will take place March 13 and 14, from 11:30 am to 3:30 pm outside the East Garden Room across from the Eat Street Café. Beginner 2 and 3 and Intermediate 3 classes will be offered. The cost is $50 for 10 weeks and must be paid by check or money order at registration. For more information, call Partners Corporate Training at (617) 726-2230 or send e-mail to *MGHtraining@partners.org.*

Wellman Labs symposium
The MGH Wellman Labs of Photomedicine is sponsoring a symposium "In Vivo Microscopy" March 17, from 1:30 to 7:30 pm in the Shriners Auditorium and Wellman Labs of Photomedicine. For more information, call Susan Weeks at (617) 726-1713.

HMS 2003 Dean's Community Service Award
Nominations now are being accepted for the fifth annual Harvard Medical School/Harvard School of Dental Medicine (HMS/HSDM) Dean's Community Service Award. Emphasizing community service as an integral part of the HMS and HSDM mission, the award recognizes and encourages participation in community service activities and programs. The deadline to nominate a faculty member, resident or student is March 31. An awardee's community service program will receive $1,000. For more information and a nomination form, call (617) 432-6131 or send e-mail to *lisa_nieves@hms.harvard.edu.* Forms are available at *http://www.mfdp.med.harvard.edu/outreach/programs.htm.*

Faculty seminar series
The Department of Medicine Academic Council will present a faculty seminar entitled, "What and When to Publish" March 17, from 4 to 5:30 pm in the Ether Dome. The discussion will include timing of publications, journal considerations, authorship, data ownership, independent publications and publicizing data. Registration is not necessary. For more information, call (617) 726-8557.

MGPO quarterly meeting
All physicians and staff are invited to the Massachusetts General Physicians Organization (MGPO) quarterly meeting March 13, from 5 to 6:30 pm in the O'Keeffe Auditorium. For more information, call (617) 724-9080.

Spring 2003 schedule for computer training
Partners Information Systems Training now is offering the spring computer workshop training schedule for Microsoft Office 2000 applications. All classes will be using version 2000. Classes are held at Corporate Training, Charles River Plaza, 185 Cambridge St. For more information, visit *http://is.partners.org/training* for schedules, course descriptions and online registration. Schedules and registration forms also are available by calling (617) 724-1240.

Partners International Office tax session
The Partners International Office is offering a tax information session for international employees March 24, from 9 am to noon in the O'Keeffe Auditorium. This session will cover the proper forms to complete, tax obligations based on visa type and sample forms to use as guides. For more information, call Angela Tassiopoulos at (617) 724-3967.

Friends Fighting Breast Cancer dinner dance
The sixth annual Friends Fighting Breast Cancer gala dinner dance in honor of Janet Connolly O'Neill, the group's co-founder, will be held March 15 at the Boston Copley Marriott Hotel. Tickets are $75 per person. All money from ticket sales will benefit ongoing breast cancer research at the MGH. For more information or to purchase tickets, contact Joanne Tenaglia at (978) 664-2892.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

Patient Safety Awareness Week information table

The MGH Office of Quality and Safety will host an information table for Patient Safety Awareness Week March 12, from 11 am to 2 pm in the Main Corridor. Buttons, stickers and key chains, as well as several informational handouts about patient safety will be available. For more information, call (617) 726-9282.

March 14, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

And they call it puppy love

Although the MGH is perhaps best known for providing cutting-edge medical care, sometimes other forms of treatment can help heal a patient's body and soul. The MGH recently introduced a new kind of therapy not usually associated with a hospital setting — puppy love.

In a collaborative effort between the Department of Nursing and Volunteer Services, pet therapy now is being offered to patients who wish to have a friendly, furry visitor brighten their day. By bringing dogs to the bedside, patients have a reason to smile.

The MGH Pet Therapy Program provides an opportunity for patients to receive visits from specially trained dogs and their handlers. Dogs are required to meet all general health criteria established by the hospital. Both the dogs and their handlers must undergo an extensive screening process, which includes canine medical and behavioral evaluations from a certified veterinarian. Within the first three weeks of the launch of the program, there have been more than 40 visits from these dedicated doggies.

According to Mandi Coakley, RN, staff specialist for MGH Nursing, nurses have found that during and after visits from dogs, there has been an improvement in morale among patients and staff. These caring canines also help patients cope with the feelings of loneliness and isolation, stimulate physical activity and social interaction, and have a calming effect on patients.

Bobbi Evans, an MGH volunteer for more than 10 years, along with her black labrador retriever, Tabor, *(shown above getting a little belly rub)* has been part of the program since its inception and looks forward to her weekly visits. "This is Tabor's job, and instinctively he

(*Continued on Page 3)*

A silver lining

It is said that the worst of tragedies can bring out the best in people, and the MGH can attest to that. With hundreds of get-well wishes pouring into the hospital, young children from around the New England region have been sending their thoughts of hope and goodwill to the MGH patients affected by the Rhode Island night club fire.

Some of this support comes from the William D'Abate Elementary School in Providence, Rhode Island. Schoolchildren from kindergarten through second grade created get-well cards (*shown below*) for the burn patients. The hospital continues to receive dozens of cards for these patients on a daily basis.

Warm wishes from children and others are a welcome sight throughout the MGH community. In the past month, the MGH has experienced several tragic situations to which MGHers have responded with professionalism, heroism and grace.

The stress in responding to these situations can take an emotional and spiritual toll even on those who are trained for such situations. In recognizing the need for support, the hospital has taken steps to help staff and employees cope with this unusually difficult time.

On March 5, members of hospital leadership met to discuss the hospital's response to the tragedies and what resources could be offered to ease stress among employees who have been affected directly or indirectly.

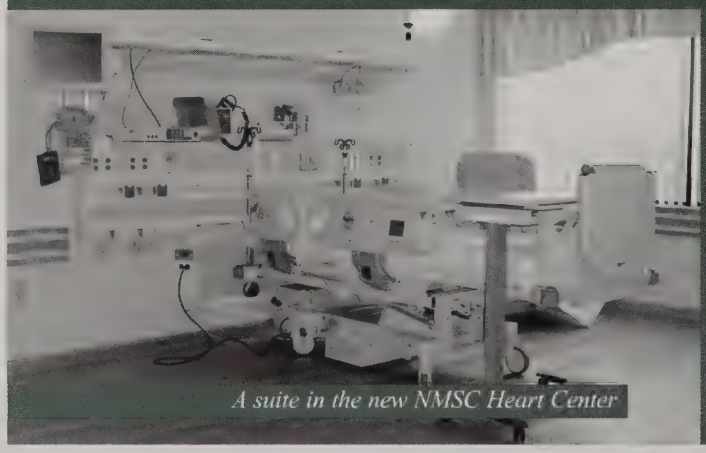
One of these resources was sponsored by the MGH Chaplaincy. Open to all employees, an all-day vigil was held March 7 offering inspirational music, prayer and reflection in an attempt to heal those affected by the Rhode Island fire. A chaplain also was made available throughout the day.

In addition, the Department of Psychiatry and Emergency Services will be offering debriefing and support sessions every Wednesday for the next several weeks. The sessions are designed to help anyone who continues to feel distress related to the events of the past month.

NSMC and MGH bring cardiac surgery to Essex County

The MGH and North Shore Medical Center (NSMC) dedicated the new state-of-the-art NSMC Heart Center March 7 in a special ceremony commemorating the launch of cardiac surgery services in Essex County.

North Shore residents now have access to a complete range of high-quality open-heart surgical services close to home and provided by MGH cardiac surgeons. The team is led by Thomas J. Vander Salm, MD, chief of Cardiac Surgery at NSMC. Until now, patients requiring cardiac surgery — either to address a non-life threatening diagnosis or to treat an emergent heart attack — would require care away from their community. With the opening of the NSMC Heart Center, patients have more immediate access to care while benefiting from the expertise of MGH surgeons. The convenient location enables family members to visit more easily and support the fastest possible recovery for the patient.



A suite in the new NMSC Heart Center

The vision for the NSMC Heart Center was created in 1966 when Salem Hospital began its cardiology collaboration with the MGH, and opened one of the state's first cardiac catheterization programs based in a community hospital.

The strong clinical relationship continued, allowing for a collaborative approach to the cardiac surgery program's development, design and implementation. David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization and former chief of MGH Cardiac Surgery, and David Roberts, MD, chief of Cardiology Services at NSMC, provided strong physician co-leadership from the start.

The NSMC Heart Center team expects to do all types of cardiac surgery, except transplants.

At the dedication ceremony, community leaders and area legislators joined NSMC and MGH officials, including Torchiana, Roberts, Vander Salm; Robert G. Norton, president and CEO of NSMC; Peter L. Slavin, MD, president of the MGH; and James J. Mongan, MD, president and CEO of Partners.

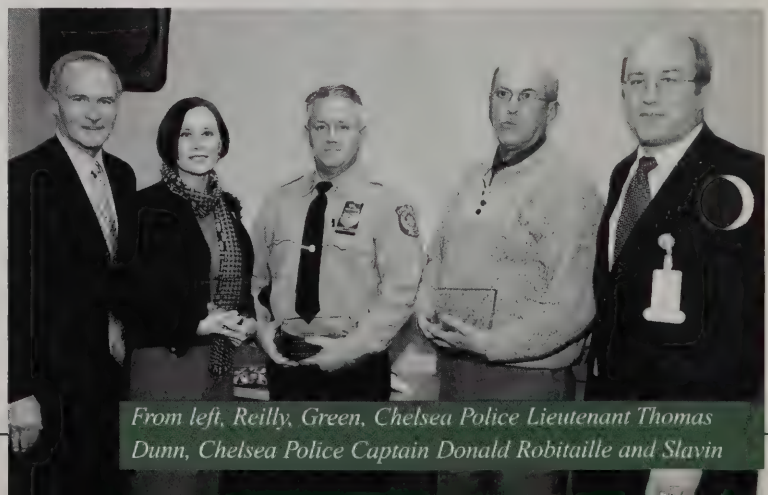
MGH Chelsea's PACT program celebrates five years of helping children

For the past five years, through the Police Action Counseling Team (PACT), MGH Chelsea HealthCare Center clinicians and Chelsea police officers have been working together to help children who have witnessed violence. On Feb. 5, Massachusetts Attorney General Thomas Reilly joined Peter L. Slavin, MD, president of the MGH, at MGH Chelsea to present awards in honor of PACT's five-year anniversary.

A community benefit program of the MGH and Partners HealthCare, the PACT program teams mental health professionals from MGH Chelsea with Chelsea police officers at the scene of cases of domestic violence, community violence, serious car accidents, apartment fires or other traumatic situations in which children are present. The goal of PACT is to reduce the immediate and long-term harmful effects of violence or trauma on children. To date, more than 750 children have been helped through the program.

Slavin and Reilly presented awards honoring those who have made outstanding leadership contributions to PACT. Award recipients included Georgia Green, LICSW, director of the PACT program, as well as the MGH Chelsea HealthCare Center, MGH Chelsea Mental Health and Social Services and the Chelsea Police Department. The Chelsea Senior Center and the Harbor Area Division of the Massachusetts Department of Social Services also were honored for their support of PACT.

Green described how she encouraged children to express the complicated feelings caused by the violence they experienced through creating artwork. Some of the artwork was displayed at the event as a powerful tribute to the group's important work. At the conclusion of the ceremony, Matt Fishman, director of Partners Community Benefits, presented a supply of markers, paper and stickers to the group to assist them in their work with children. ●

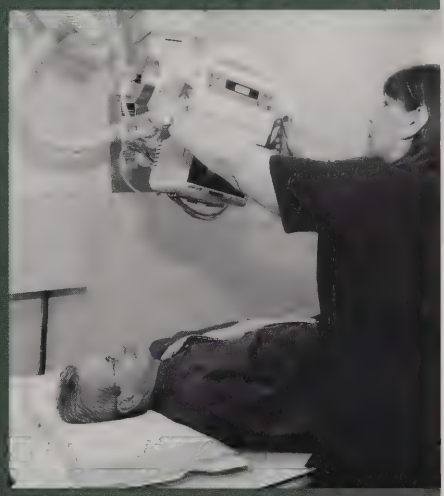


From left, Reilly, Green, Chelsea Police Lieutenant Thomas Dunn, Chelsea Police Captain Donald Robitaille and Slavin

MGH HOTLINE

MGH Charlestown sports a new look

After years of planning, many reams of blue prints and months of busy construction, the MGH Charlestown HealthCare Center has completed the first phase of renovations that will transform the center into a new and improved facility for treating patients from Charlestown and its surrounding communities.



According to Peggy Carolan, executive director of MGH Charlestown, the first phase of construction was successfully completed last month. The improvements include the relocation of radiology services to the basement level with a new digital radiography suite that allows health center physicians to access MGH Radiology services online and view radiology images right from their computer station. Lab services were decentralized, allowing patients to have a private area for specimen collections. A centralized area for sterilizing medical instruments has created a better workflow for clinicians. And a new private patient bathroom within the Adult Medicine area has improved patient privacy.

"We've been getting lots of positive feedback from patients about the new renovations," says Carolan. "And our employees are thrilled seeing the first phase finally completed. We really appreciate our staff being flexible with the many disruptions in work that construction proje cts like this can create. Everyone has been flexible, and now we have a much improved work space."

Now the health center is entering into phase two of the construction project. This includes a centralized area on the first floor for Adult Medicine practice support staff, moving Police and Security to the first floor and the relocation of the Youth Care Program (*see sidebar at right*) to another location to allow more space for health center services. The target date for construction completion is July of this year.

Above, Andrea Mongiello of MGH Charlestown and John Sheehan of MGH Radiology demonstrate the new radiography equipment.

— And they call it puppy love

(Continued from Page 1)

knows it," says Evans. "But the program is so much more than a job. It also allows patients, some who don't get many visitors, to open up and talk about their own pets. It is such a wonderful form of therapy. These dogs certainly bring new meaning to the saying, 'man's best friend.'"

Pet therapy has been shown to help patients achieve positive health effects by improving emotional and physical well-being as shown by increased relaxation, socialization, motivation and decreased heart rate and blood pressure. Other hospitals around the country also have taken part in a pet therapy program, and the results have been positive.

For more information about the MGH Pet Therapy Program, call Volunteer Services at (617) 726-8540. ●

YouthCare finds a new home

The YouthCare program, an at-risk youth program at MGH Charlestown, will soon have a new home thanks in part to a generous gift from the Flatley Company. YouthCare is a therapeutic program that serves children with social, emotional and behavioral disabilities. The program soon will be able to expand and enhance its services with its new location on the third floor of 15 Green St. in Charlestown.

The space, which is located in one of two buildings that houses the Charlestown Boys and Girls Club, currently is being renovated and should be ready for occupancy in September.

Since 1993, YouthCare has served 15 to 18 special-needs youth through small therapeutic after-school and teen programs. The new space will allow the programs to expand to meet the needs of at least 40 children. The new location, with 2,200 square feet of space, will additionally allow YouthCare to house its summer program and will help alleviate office space constraints at MGH Charlestown. Overall, YouthCare will increase its total enrollment from 110 to 160 children per year.

While the Flatley funding will benefit the renovations project, YouthCare also is seeking support for its many other activities that help children with a variety of special needs, such as Asperger's syndrome, attention deficit hyperactivity disorder, bipolar disorder, autism and post-traumatic stress disorder.

To help raise money for these much-needed services, YouthCare is hosting its third annual "Give Children a Chance" gala April 3 at the Boston Harbor Hotel in Boston with guest host Bob Lobel from WBZ-TV. The event will feature cocktails, a buffet, musical entertainment and live and silent auctions. Tickets are $125. For more information, call (617) 724-8786.

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MGH HOTLINE

WHAT'S HAPPENING

Compassionate Caregiver Award
The Kenneth B. Schwartz Center currently is accepting nominations for the fifth annual Compassionate Caregiver Award, which recognizes Massachusetts caregivers who display extraordinary compassion in caring for patients. Any professional caregiver who interacts directly with patients in any setting is eligible for the award. The winner will receive a $5,000 prize. Nominations will be reviewed by a statewide committee of physicians, nurses, social workers, community health center workers, patient advocates and consumers. To receive nomination forms, call (617) 726-0512 or visit *http://www.theschwartzcenter.org/caregiver.asp.* Nominations must be received by April 4.

Take Our Children to Work Day
The MGH will celebrate Take Our Children to Work Day April 10, from 8 am to 1 pm. All main campus employees' children from 9 to 15 years of age are invited to learn about health care careers at the MGH. Employees must obtain approval from their supervisors and should be able to provide supervision throughout the day's activities. Registration forms can be obtained at Human Resources offices at White 14, 75 Blossom Court, Bulfinch 360 and Clinics 117 or by visiting *http://is.partners.org/hr/affiliates/mgh/toctw03.html.* Deadline for registration is March 28. For more information, contact Sunayana Jhalani at (617) 724-7835 or send e-mail to *sjhalani@partners.org.*

MGH 5k Run for Asthma
The MGH will hold its first 5k Run for Asthma May 3. The goal of this event is to raise money to benefit asthma research at the MGH. Sponsors, volunteers and race participants are needed. For more information, contact the 5k Run for Asthma Committee at (617) 726-6694 or visit *www.coolrunning.com/major/03/asthma.*

Backup Child Care Center vacation club
Reservations for the Backup Child Care Center's April School-Age Vacation Club Camp will be taken by phone only March 14, starting at 8 am. The program is offered to employees' children from 6 (completed kindergarten) to 12 years old. Reservations will be taken only for the full vacation week session, and no part-time slots are available. The camp will be held April 22 through 25, 7:30 am to 6 pm. Full payment is due March 28. For more information or to make a reservation, contact the center at (617) 724-8414.

Harvard University Employee Credit Union elections
Harvard University Employees Credit Union (HUECU) will hold elections for its Board of Directors March 18, from noon to 6 pm at the Roscoe Pound Building, 1563 Massachusetts Ave. in Cambridge. Shuttle service will be provided outside the Jackson Building at 12:05 pm and returning at 1:05 pm, or 1:10 pm returning at 2:10 pm. Employees must show their HUECU membership card and MGH identification badge. For more information, call (617) 726-9228.

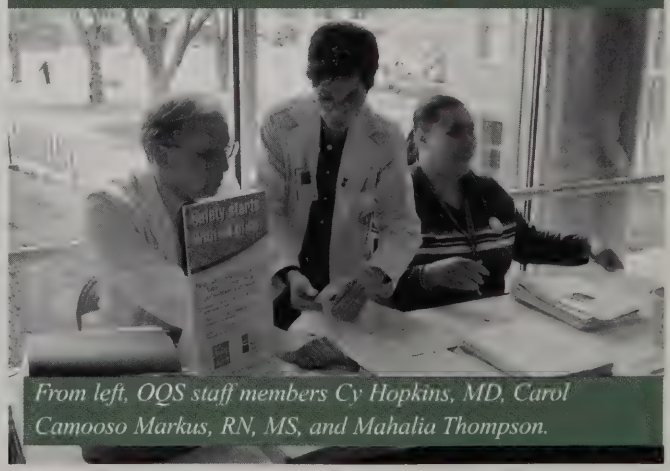
Bloodmobile at CNY
The MGH Bloodmobile will be at CNY Building 149 March 19, from 8:30 am to 2 pm. To schedule an appointment to donate blood, contact Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org.*

Recognizing Patient Safety Awareness Week

The MGH Office of Quality and Safety (OQS) recognized National Patient Safety Awareness Week March 12 with an information table in the Main Corridor.

MGHers had the opportunity to ask questions of OQS staff and pick up information handouts about a variety of safety-related topics, such as fall prevention tips, preventing hospital-acquired infections and ensuring medication safety.

For more information about patient safety at the MGH, call the OQS at (617) 726-9282.



From left, OQS staff members Cy Hopkins, MD, Carol Camooso Markus, RN, MS, and Mahalia Thompson.

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by fax to (617) 726-7475;

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(617) 726-2206

March 21, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Leadership meeting focused on hospital's financial performance

Lower-than-expected inpatient volume, public payor issues, a weak economy and unavoidable expense increases have resulted in significant financial challenges for the hospital, according to Peter L. Slavin, MD, president of the MGH. At a leadership meeting March 19, Slavin detailed the factors that have affected the hospital's bottom line, offered possible solutions and assured the audience that the MGH is in a stable financial situation compared with other hospitals.

The hospital has earned $11.1 million from operations in the first five months of FY'03, which is $8.7 million behind budget. The unfavorable variance stems largely from patient revenue, which is $5.3 million below budget, while other revenue is favorable by $1.4 million. Expenses also are exceeding budget by $4.8 million.

The hospital faces a possible gap of nearly $16 million, which could grow to as much as $30 million if revenue does not return closer to budget. As of March 9, patient admissions are 501 behind budget with observation cases running ahead of the budget. In addition, average length of stay is 5.96 days, which is .15 days longer than budget and .12 days more than FY'02, causing capacity management issues. "There are not enough beds to meet the demand for our services," said Slavin. "If we could add just three patients per day to our volume and reduce length of stay, we could meet our target."

A significant part of the patient revenue challenge results from government payor issues, such as a $6.3 million reduction in the amount from Medicare indirect medical education payments and an additional $4.4 million that the MGH is expecting to pay into the uncompensated care pool.

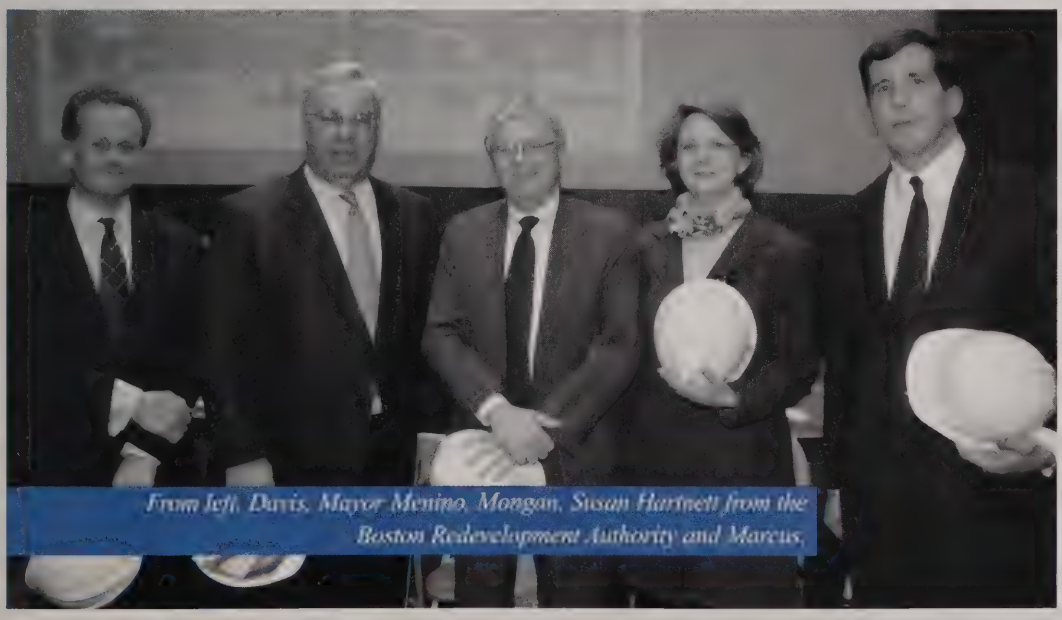
(Continued on Page 2)

Ground-breaking work of a different kind

MGH and Partners leaders joined with Jonathan Davis, CEO, and Paul Marcus, president of the Davis Companies, and Boston Mayor Thomas M. Menino March 11 to launch the $300 million redevelopment of Charles River Plaza on Cambridge Street.

The MGH will be the primary tenant, leasing approximately 355,000 square feet of the space to house four new multidisciplinary research centers. These centers, which will focus on such cross disciplinary areas as human genetics, regenerative medicine and bioinformatics, will help alleviate the space constraints for the hospital's growing research program.

"The MGH and Partners are proud to be the anchor tenants of the new buildings that will soon rise up from this site," said James J. Mongan, MD, president and CEO of Partners. "This space means a great deal to the MGH and Partners because it will allow teams of our scientists to work together in new and innovative ways to tackle some of medicine's most complex problems. Having these centers so close to the main campus also will help enrich the collaborations among basic scientists, physician-investigators and clinicians."



From left, Davis, Mayor Menino, Mongan, Susan Hartnett from the Boston Redevelopment Authority and Marcus.

Approximately 10,000 square feet of the ground floor space on Cambridge Street will be used for retail. Bread & Circus already has committed to opening a new full-service supermarket, and CVS and Fleet Bank will continue to occupy space at the site.

Awaiting JCAHO: MGH launches FYI campaign

The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) will be visiting the MGH this fall for its triennial survey of the hospital. To help better prepare for the survey, the MGH is re-introducing its "FYI" campaign, which communicates to employees important information needed to prepare for the visit.

The campaign will kick off this week with the first in a series of fliers called "FYI papers," which will be distributed to patient care units in outpatient areas and other departments. The papers will help to inform employees about specific topics related to the survey, such as patient assessments, patient safety goals, clinical summaries, medical record completion and disaster planning. The first FYI paper is a general overview of what the JCAHO survey is and what MGHers can expect during the time leading up to the survey.

The FYI campaign uses the fliers along with posters, a website and other means to help inform employees about preparations for the survey and also to help convey information about hospital activities, programs and policies.

JCAHO has developed standards to address an organization's level of performance in key functional areas, such as patient rights, patient treatment and infection control. The last time the MGH had an on-site visit was September 2000. For more information about the FYI campaign, call Amy Moquin at (617) 724-2753.

—Leadership meeting focused on hospital's financial performance

(Continued from Page 1)

Numerous unavoidable expense requests have come up mid-year, including market salary adjustments for certain key positions and costs associated with an 80-hour work week cap for residents, which further challenge the hospital.

Slavin emphasized, however, that compared with other area hospitals, the MGH's financial performance is strong, and volume is growing at a rate similar to the marketplace. "We need the help of all employees, staff and leadership to make some mid-course adjustments and close the gap," he said.

He also offered a treatment plan that will focus on several areas — including improving management of volume, reducing length of stay and examining expense categories. Effective immediately, hospital leadership will be reviewing vacant positions to determine if hiring can be delayed or if some vacant positions can be eliminated. Opening more beds will help expand capacity, and re-examining the classification of inpatient and observation cases may help enhance revenue. The hospital also will be implementing modest price increases for patient parking and in the cafeteria, Slavin said.

"I feel that these efforts can get us back on track with budget so that we can avoid more drastic measures," said Slavin. "It is important for us to meet these challenges and stabilize our financial performance so that we can invest in our future with such projects as the Yawkey Center for Outpatient Care and the new research centers at Charles River Plaza. We've met such challenges before, and we can do it again."

Strategic planning for the future

Allison Rimm, vice president for External Affairs, closed the meeting with a presentation about a joint MGH and Massachusetts General Physicians Organization (MGPO) strategic planning effort. Rimm reviewed the hospital's strategic efforts from 1995 and outlined plans for the current process, which will focus on developing clinical strategies to help the hospital better meet patient demand, maintaining and enhancing clinical excellence, achieving financial margin targets, and improving quality and patient safety.

So far this year, managers and leadership have developed a planning framework, made presentations to the Chiefs' Council and the Board of Trustees for the MGH and MGPO, and established a steering committee and task forces. Slavin and David Torchiana, MD, chairman and CEO of the MGPO, are leading these efforts, with Rimm and Anne Dubitzky, vice president of Managed Care Contracting and Marketing for the MGPO, managing the ongoing process.

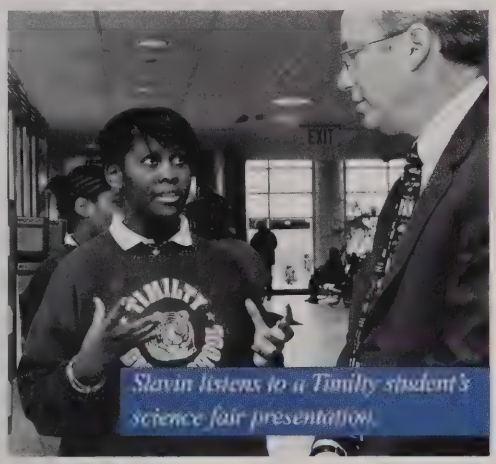
The task forces will be launched in June, and recommendations for implementation of a phase-one strategic plan will be introduced this summer. ●

"IT IS IMPORTANT FOR US TO MEET THESE CHALLENGES AND STABILIZE OUR FINANCIAL PERFORMANCE SO THAT WE CAN INVEST IN OUR FUTURE WITH SUCH PROJECTS AS THE YAWKEY CENTER FOR OUTPATIENT CARE AND THE NEW RESEARCH CENTERS AT CHARLES RIVER PLAZA."

— PETER L. SLAVIN, MD, PRESIDENT OF THE MGH

The next generation of researchers

The MGH Main Corridor was transformed into a research presentation hall March 4 as seventh and eighth grade students from the James P. Timilty Middle School presented their science fair projects as part of the MGH/Timilty Partnership's Science Connection Program Showcase. The partnership is a community benefit program of the MGH and Partners HealthCare. Peter L. Slavin, MD, president of the MGH, employees and hospital visitors perused the projects and had opportunities to discuss them with the students.



Slavin listens to a Timilty student's science fair presentation.

The Science Connection Program pairs Timilty students with MGH employees, who serve as mentors from October to February and help conduct research and experiments that adhere to the scientific method. Mentors also help with the students' visual and oral presentations. Timilty students won first and second place awards as well as honorable mentions in the Boston Public Schools Citywide Science Fair.

For more information or to become a mentor, contact the MGH/Timilty Partnership at (617) 724-3210 or send e-mail to *timilty@partners.org.*

This spring, fall into fitness

After the long, cold and snowy winter, glimpses of spring have finally made an appearance. With warmer weather right around the corner, some MGHers might be looking to shed those extra winter pounds. The Clubs at Charles River Park has designed a fitness program called Fall into Fitness to help do just that.

While most people are aware of the benefits of a regular exercise regimen, starting one can be overshadowed by the anxiety of a first visit to the gym, where intimidating machines can be discouraging. The new Fall into Fitness program is a series of one-on-one training sessions, specifically designed for the beginner who has never taken part in a structured exercise program. The program features certified personal trainers who provide encouragement and guidance while designing a safe and effective workout that can be followed at the club or at home. In addition, a staff dietitian will be available to discuss dietary needs. As an extra treat, participants in the program also will receive a half-hour massage at the end of the session.

In addition to the program, the Clubs also has expanded their cardiovascular space with an additional 1,700 square feet featuring new cardiovascular training equipment — including treadmills, lifecycles, cross trainers and ellipticals. In recent weeks, the Clubs also has added a cardio theater, which features six televisions and four satellite music stations available to guests during their workout.

For more information about the Fall into Fitness program or about the Clubs, call (617) 726-2900. ●

The Cancer Center celebrates its accomplishments

Cancer Center staff took time out from their busy schedules to celebrate their accomplishments in cancer care March 11 with a daylong celebration.

The Cancer Center kicked off the day with a breakfast buffet, a performance by the North Shore Acapella Group, and gift bags and raffle prizes for participants. Massage and art therapy were offered to staff throughout the day, and a lunch buffet was held at CNY Cancer Center Laboratories.

The day ended with a celebration in the WACC Lobby that included cocktails, tapas, sushi, pasta, chocolate fondue, a performance by a jazz trio and a grand prize raffle drawing.

Bruce Chabner, MD, clinical director of the Cancer Center, served as master of ceremonies. Jay Loeffler, MD, chief of MGH Radiation Oncology; Peter L. Slavin, MD, president of the MGH; Kurt Isselbacher, MD, director of the Cancer Center; Daniel Haber, MD, PhD, director of the MGH Center for Risk Analysis; and Jackie Somerville, RN, MS, associate chief nurse, all spoke about the importance of the Cancer Center, how far it has come since it was developed and what they hope the future holds for cancer research and patient care. Win Hodges, a former patient and member of the Cancer Center's Patient and Family Advisory Council, acknowledged and congratulated the Cancer Center staff for their outstanding work. Michele Dangelo, an artist featured in the Cancer Center's *Illuminations* art exhibit and contributor to the Cancer Center's new image awareness campaign, congratulated staff on the efforts made to provide a healing environment for patients and families.

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MGH HOTLINE

WHAT'S HAPPENING

MGH biking team seeks riders
The MGH bike team Missing Links is putting an MGH team together for the Pan Mass Challenge Bike Ride, a two-day ride in August to benefit cancer research and patient care funded through the Dana-Farber Jimmy Fund. For more information about the MGH bike team, contact Caroline Kuhlman at *ckuhlman@partners.org* or visit *www.massgeneral.org/missinglinks.*

Timilty Partnership pen pals wanted
The MGH/Timilty Partnership invites MGH employees to participate in the James P. Timilty Middle School's Promising Pals program. Participants will exchange letters or e-mails with Timilty students and serve as positive role models. This program culminates with a breakfast in early June at the Timilty Middle School, where all students meet their Promising Pals. For more information or to sign up for the program, send e-mail to Norma Soto at *nsoto@timilty.boston.*

YouthCare fundraising event
YouthCare — a therapeutic program based at MGH Charlestown that serves children with social, emotional and behavioral disabilities — will hold its annual "Give Children a Chance" fundraising event, sponsored by Liberty Mutual Group, April 3, from 6:30 to 9:30 pm. Tickets are $125. For more information, contact Maura Callahan at (617) 724-8786.

Faculty seminar series
The Department of Medicine Academic Council will present a faculty seminar entitled, "Academic Advancement and Promotion" March 31, from 4:30 to 6:30 pm in the Ether Dome. The discussion will include academic strategies for career development and specific information on promotion tracks. Registration is not necessary. For more information, call (617) 726-8557.

Family-Centered Care Award nominations
Nominations now are being accepted for the annual Family-Centered Care Awards. The awards recognize caregivers at MassGeneral Hospital for Children who best exemplify the hospital's mission and the care given to children and families. A colleague, patient, family or visitor can nominate any MassGeneral Hospital for Children employee. Nominations must be submitted by March 28 to Judy Newell, RN, on Ellison 17.

Long-term care program
Partners HealthCare is offering an enrollment period for long-term care insurance until April 25. A John Hancock representative will give a formal presentation about the plan March 24 at 2 pm and April 2 at 7 am in the O'Keeffe Auditorium and will be available to provide more information March 25 at CNY Building 149, from 9 to 11 am. For more information or to enroll, visit *http://partners.jhancock.com* (username: partners, password: mybenefit) or call the John Hancock Customer Service Center at (800) 255-1808.

PACE open house

The MGH PACE project will host a series of three open-house information sessions for all MGHers who will be involved with the PACE project. The sessions will be held in the Walcott 2 and 3 Conference Rooms March 25, from 9 am to noon; April 1, from noon to 3 pm; and April 8, from 3:30 to 6:30 pm. Important information will be provided and there will be refreshments, raffles and contests. To register, send an e-mail with date of preference to *paceproject@partners.org.*

IN GENERAL

James S. Allan, MD, of MGH Thoracic Surgery, was named the first recipient of a health policy scholarship sponsored by the American College of Surgeons and the Society of Thoracic Surgeons. This scholarship includes an intensive period of study at Harvard's John F. Kennedy School of Government and one year of service on the health policy committees of both the college and society.

Richard A. Hodin, MD, of MGH Surgery, recently was elected to the American Society for Clinical Investigation (ASCI). ASCI is one of the nation's oldest and most respected medical honor societies. Hodin was elected to the society because of his outstanding record of scholarly achievement in biomedical research.

Walter Koroshetz, MD, of MGH Neurology, recently was named to the Huntington's Disease Society of America's (HDSA) Medical and Scientific Advisory Committee. The committee is the main advisory body for HDSA's science and research programs.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

March 28, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers make a difference in Cuba

Despite the difficulties countries around the world are facing in this time of war, there are some people who still reach out with humanitarian efforts to communities in need. A small group of MGHers recently joined local elected officials, educators, business and civic leaders to bring a message of friendship, hope and help to the country of Cuba.

Osvaldo "Oz" Mondejar, of MGH Human Resources, Donna Perry, RN, of MGH Nursing, and Carmen Vega-Barachowitz, MS, CCC-SLP, director of MGH Speech-Language Pathology, joined a delegation of 20 people to bring much-needed medical supplies,

(Continued on Page 2)

Perry, right, visits with a young boy at a Cuban school

Deadline for HIPAA compliance coming soon

As of April 14, the federal Office of Civil Rights will be enforcing the Health Insurance Portability and Accountability Act (HIPAA), which is a comprehensive federal law that gives patients the right to restrict certain uses of their medical information and to provide more privacy protection. HIPAA-related training has been taking place throughout the hospital for the last 10 months with a goal of complete compliance of 17,000 MGH employees by April 1.

According to Eileen Bryan, MGH project manager for HIPAA, most of the hospital training has been conducted through live presentations to large departments and through video training for smaller departments. Both give a broad overview of what protected health information is, what rights patients now have over their health information and what the hospital's legal duties are.

As part of the new Privacy Rule, after April 14 every new and established (non-emergency) patient will need to receive a copy of the MGH Privacy Notice prior to any care or service provided. The MGH Privacy Notice details how patients' personal information is used and secured at the hospital. It explains their rights and the hospital's legal duties in regard to their health information. In addition, an acknowledgement of receipt of the privacy notice also will be given to patients with a request for their signature. Both will become a part of patients' electronic and hard copy medical records.

"Safeguarding patient information has long been a priority at the hospital," says Bryan. "Now with the new regulations, we must inform patients in writing how we perform the day-to-day activities of caring for them. There is nothing new in how we use this information. What is new are some additional patient rights in regard to their personal health information."

As health care workers, MGHers see and hear confidential information every day in their jobs. It sometimes is easy to forget the importance of keeping that information private — particularly in this high-tech age of computers, fax machines, personal digital assistants, cell phones and pager systems. MGHers should be reminded that it is the responsibility of all staff and employees to keep patient information confidential.

(Continued on Page 3)

A world of good: Avon Center benefits breast cancer patients

A woman is diagnosed with breast cancer every three minutes, according to the American Cancer Society. Fortunately for many patients there is a state-of-the-art facility that offers advanced breast imaging and surgical screening services all in one location — the Avon Foundation Comprehensive Breast Evaluation Center at the MGH. Named in recognition of support from the Avon Foundation, this center provides these two services side by side, allowing patients to schedule tests and surgeries with more ease. The center also takes away weeks of worry by offering women the option of addressing potential problems immediately.

The Avon Center staff works as a team with radiologists, surgeons and nurses who are experts in breast examination. The range of services in the center includes routine mammography screenings, diagnostic breast imaging, surgical screenings and consultations, and counseling.

Diane Welsh, a breast cancer survivor and patient of the Avon Center, believes that the "care at the center is great." Recently diagnosed with breast cancer, Welsh credits the staff of the Avon Center for going out of their way to help relieve some of her stress about her diagnosis. "It was the little touches that made a difference, such as calling on a Saturday to check on me at home, being sensitive to my needs, or being greeted by a friendly face at a 4 pm appointment after a long day."

Avon Center staff

Not only is the Avon Center staff dedicated to helping patients who suffer from breast cancer through the high-quality patient care they provide, but they also volunteer for breast cancer awareness events, such as the Avon Walk for Breast Cancer in Boston. This year the MGH Cancer Center is the medical sponsor for the walk to be held May 3 and 4. Leslie Milne, MD, of Emergency Services, will serve as medical director for the two-day walk, and the MGH will provide medical supplies. The Avon Center staff currently is looking for volunteers to join the medical crew and the general volunteer crew in this two-day journey that will benefit people who have breast cancer.

For more information or to volunteer, contact Joelle Reed at (617) 726-2689.

— MGHers make a difference in Cuba

(Continued from Page 2)

equipment and books through an organization called Americans and Cubans Building Community through Exchanges, Support and Outreach (ACCESO). The nonprofit organization is led by Mondejar and Sen. Jarrett Barrios (D-Middlesex, Suffolk and Essex).

"This is our third trip to Cuba, and our goal is to help people in both the United States and Cuba get reaquainted with each other after more than 40 years of estrangement," says Mondejar, who also is co-chair of the Massachusetts Governor's Commission on Employment of People with Disabilities. "We bring Americans and Cubans closer together by sponsoring these cultural exchange visits, and through our friendship projects we bring material support from the United States to Cuba."

From left, Perry, Vega-Barachowitz and Mondejar

The trip had particular personal meaning to Mondejar, who is Cuban-American. He first learned of the critical shortages of basic medical supplies during a conversation with his cousin, a family doctor in rural Cuba.

"It is impossible to visit Cuba and not be changed by it," says Mondejar. "Our work has taught us that, despite animosity between our governments, the American and Cuban communities have never lost their affection for, admiration of or connection to one another."

This year, ACCESO is sending more than $100,000 worth of medical supplies and equipment to Cuban hospitals and schools serving children with disabilities, as well as thousands of books — including some in Braille, large print and on tape — to libraries in Cuba. ●

— Deadline for HIPAA compliance coming soon

(Continued from Page 1)

HIPAA now makes patient confidentiality the hospital's legal obligation.

Below are key points in keeping patient information safe:

- Keep confidential any information that includes, but is not limited to, the patient's name, medical condition, emotional status, financial situation or other personal information.
- Be careful to access, share or discuss patient information only on a need-to-know basis, when it is required for an employee to do his or her job or if a patient has given permission.
- Be mindful of surroundings when discussing patient information. Avoid discussing patients in any public place.
- Keep confidential papers, reports and computer data in a secure place.
- Retrieve confidential papers from fax machines, printers, copiers, mailboxes and conference tables as quickly as possible.
- Follow best practice guidelines when using technology such as fax machines, e-mail, cell phones and pagers for confidential communications. These guidelines can be found on the MGH HIPAA website listed below.
- Do not put paper copies of patient information in regular trash bins. Place them in blue recycling bins in which contents are shredded.

For more information about HIPAA guidelines and training, visit the MGH HIPAA Resource website at *http://is.partners.org/mghintranet/hipaa/* or call (617) 726-2467. ●

Enter the race — Get into PACE

It may not have been the Boston Marathon, but a marathon-themed open house offered some competitive fun for MGH employees involved with the Patient Administrative Cycle Enhancements (PACE) project. Complete with a starting line, pom poms and a winners' photo finish line, MGHers gathered in the Walcott Conference Rooms to learn about the project, which is designed to make patient administration a smoother process for both patients and employees.

Since the launch of PACE early last year, PACE teams have been working on redesigning the front-end administrative processes associated with outpatients, providing state-of-the-art technology to support these streamlined processes and ultimately providing a significant financial benefit to the hospital.

In an effort to educate employees, open-house sessions were developed to offer an opportunity to learn important information regarding the project in a fun and informal environment.

At the first of three open houses held March 25, PACE team members were on hand to give information, guidance and encouragement to employees. Informational posters offered a general outline of the PACE project and what employees can expect in the months ahead. Although educational, the sessions also offered a bit of fun with refreshments, giveaways and raffles.

Additional open house sessions will take place April 1, from noon to 3 pm, and April 8, from 3:30 to 6:30 pm, also in the Walcott Conference Rooms. Employees need only about 20 minutes to go through the open house and garner all the information they need. All employees who are involved with PACE are welcome to attend.

For more information about the PACE project or to attend one of the open house sessions, send e-mail to *PACEproject@partners.org.*

Members of the PACE teams pose for a winning photo.

Picking up the PACE

Patient Administrative Cycle Enhancements

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MGH HOTLINE

WHAT'S HAPPENING

EAP seminar

The Employee Assistance Program (EAP) will offer a seminar "Working and Breastfeeding" April 2, from noon to 1 pm in VBK room 401. Germaine Lambergs, an MGH lactation consultant, will provide expectant and nursing parents with basics on how to use a breast pump and will answer questions. Time will be set aside for a tour of the MGH Mother's Corner. For more information, call the EAP at (617) 726-6976.

Spring women's health symposium

A women's health symposium entitled "Combating Weight Issues With Your Body and Mind" will be held April 2, from 5:30 to 7:30 pm in the O'Keeffe Auditorium. Guest speakers include Lee Kaplan, MD, PhD, director of the MGH Weight Center, and Deborah A. Vineberg, PsyD, clinical psychologist in the MGH Weight Center. To register, send e-mail to *mmarcella@partners.org.*

MGH Clinical Research Day

The Clinical Research Program (CRP) invites the MGH community to participate in Clinical Research Day June 6. It is a day of opportunity for collaboration among basic and clinical sciences and a chance to celebrate the quality of clinical research at the MGH. Awards will be given for the best clinical research abstracts: $5,000 for the best overall abstract and $1,000 for the best abstract in each of three categories — clinical trials, translational research and epidemiology/outcomes research. For a schedule of the day's events or to submit an abstract online, visit the website at *www.crnet.mgh.harvard.edu* or contact Lee Leahy at (617) 726-3310. The abstract submission deadline is April 14.

Basic Biostatistics for Clinical Investigators

The Clinical Research Program, the General Clinical Research Center and the Center for Clinical Nutrition are sponsoring "Basic Biostatistics for Clinical Investigators" in the Walcott 2 and 3 Conference Rooms, April 3, 10, 17 and 24, from 4 to 5:30 pm. Intended for investigators at the fellow and faculty level with minimal statistical experience, this course will address questions in a lecture format. Registration is required. For more information, visit *www.crnet.mgh.harvard.edu* or call Allison Simmons at (617) 726-1669.

Postponement of children's events

Several events associated with Children and HealthCare Week have been postponed. The date of the Children's Health Fair has been moved to May 30. The Children's Art Fair will take place the week of May 25. MGH Take Our Children to Work Day activities planned for the main campus also have been postponed to May 30. Some Children and HealthCare Week activities will continue as scheduled — the Family-Centered Care Awards will take place April 7 at 1:30 pm on Ellison 18; grand rounds will be held April 8 at noon in the Wellman Conference Room; and Hurt Alert Day will be held April 9. For more information, call (617) 724-5720.

Timilty Partnership pen pals wanted

The MGH/Timilty Partnership invites MGH employees to participate in the James P. Timilty Middle School's Promising Pals program. Participants will exchange letters or e-mails with Timilty students and serve as positive role models. For more information, send e-mail to Norma Soto at *nsoto@timilty.boston.k12.ma.us.*

Hooping it up

The MGH Basketball League, which was formed almost 25 years ago, just ended another stellar season. The winning team, called the "Don't H8 Me" team *(pictured below)* won its second straight league championship this year, thanks in part to their coach Alan L. Brown, MD, of MGH Radiation Oncology. The league's manager, Larry Washington of MGH Police and Security, presented awards to team members. The Most Valuable Player award went to Mark Pomerantz, MD, of MGH Surgery; the Rookie of the Year award went to Adam Young, medical assistant on Cox 2; and the Best Female Player of the Year award went to Kristen Scopaz, of MGH Clinical Research. The league will recruit for new members again in September.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
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April 4, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

A medical history tour

MGH employees, patients and visitors may have noticed a recent addition to the hospital's décor. Illustrated plaques describing and depicting highlights of the hospital's rich history have been mounted in corridors and exterior walls at locations throughout the main campus. Each plaque represents a stop on a self-guided tour known as the MGH History Trail, a project undertaken jointly by the MGH Archives and MGH Public Affairs. An illustrated brochure with a map of locations and a brief description of each stop now is available upon request at the Maxwell and Eleanor Blum Patient and Family Learning Center and at the Gray Surgical Family Waiting Area in Gray 145.

Each plaque on the MGH History Trail features a historic image from the collections of the MGH Archives and a narrative describing buildings, events or activities of historic significance to the hospital. The MGH History Trail in its present form consists of 22 stops, but the scope of the project may be expanded in the future to encompass additional points of interest. Groups or individuals who want to take all or part of the tour can start at any point using the brochure's map for directions.

Among the History Trail stops are high-profile landmarks and lesser-known points of interest. Most MGHers are familiar with the original operating room of the MGH, now known as the Ether Dome, which was the site of the first public demonstration of surgical anesthesia in 1846 and now a highlight of the tour. Until about 1860, patients and supplies sometimes arrived at the hospital by boat, off-loading at the MGH wharf, a surviving fragment of which still can be seen through a window on the east

(Continued on Page 3)

The final beam of the new ambulatory building is hoisted into place.

A bittersweet moment

It is the kind of event that most construction crews look forward to. Called a "topping-off" ceremony, it signifies the completion of the phase of construction when the final beam is placed on a building's steel framework. A small tree and a U.S. flag traditionally sit atop the beam. But for members of the construction crews and the MGH community, the topping-off ceremony for the hospital's new ambulatory care center, held March 26, was a bittersweet occasion.

While the informal event marked the completion of months of hard work during an unusually difficult winter and offered congratulations to all of the crew members, it also was a solemn tribute to Christopher MacInnis, an ironworker who was tragically killed on the construction site. MacInnis, who was part of the team erecting the frame of the building, died March 5 when he was struck by a steel beam that fell from above him.

For this topping-off event, which took place on a sunny spring day, construction and ironworkers stood alongside project managers and MGH senior leadership and signed their names to the beam that also bore the emotional message "RIP Chris MacInnis" along with his dates of birth and death.

Work crews then joined the MacInnis family, representatives of the MGH Planning Office, senior hospital leadership, and architects and planners for the ceremony that included brief

(Continued on Page 2)

Phase one construction comes to a close

When the last steel beam was put into place for the topping-off ceremony March 26 *(see story on Page 1)*, phase one of construction for the new Yawkey Center for Outpatient Care ended, and the second phase began. Although workers were met with harsh weather conditions during the winter months, construction of the hospital's much-needed ambulatory care building, slated to open in 2004, continues on schedule.

After more steel beams are put into place during the next few weeks, concrete slabs will be poured, dividing the building into 10 stories. The next phase of work is the curtain wall, which is the building's exterior façade or skin. Starting from the lowest floor, the curtain wall slowly will begin to enclose the structure. At the same time, large pieces of air handling equipment, such as air conditioning and heating and ventilation systems, will be placed on top of the building by large cranes. Construction of the six-level underground parking garage also is proceeding on schedule, with excavation of the fifth floor just getting underway.

Once the curtain wall is completed in August, the fully enclosed building will allow the interior work to take place in a controlled environment. Passersby will begin to see the distinctive design of interior glass corridors on the east side of the building, overlooking the Fruit Street Garage. These glass corridors eventually will allow patients and visitors to see beautiful views over Beacon Hill and the Charles River.

In July 2001, the east wing of the historic Charles Street Jail was dismantled with plans to rebuild a section of the structure for the new building. Work soon will begin on this reconstructed section, and construction of part of the lobby of the new building will commence. Some preliminary landscaping, paving and building of roadways will take place this summer, with most of this work to occur next year.

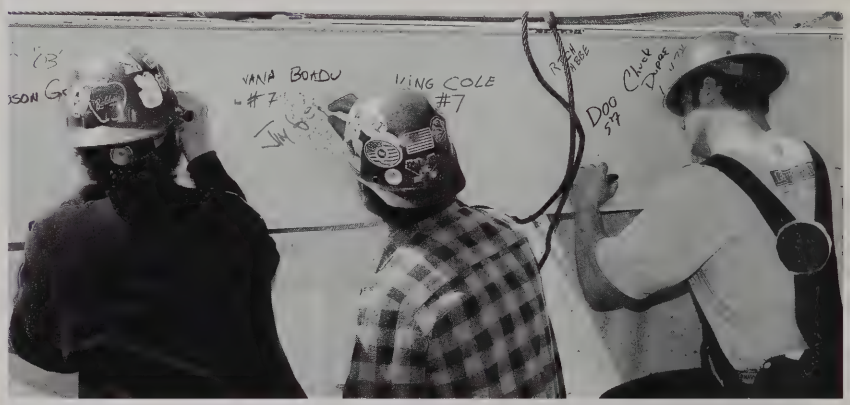
—A bittersweet moment

(Continued from Page 1)

remarks from Joe Breen, project manager for Walsh Brothers, and a moment of silence for MacInnis.

"We want to take this opportunity to thank the hospital for asking us to be a part of this project and to thank the men and women who have worked so hard under tough conditions this winter," said Breen. "We also want to take a moment to remember Chris, who was such an important part of our family."

As the final beam was hoisted hundreds of feet by a large crane and placed with precision on top of the steel frame of the building, the small crowd applauded the symbolic act that marked a milestone for the project and a tribute to a dedicated and much-loved colleague. ●



Parkman Street construction nearing completion

To help alleviate traffic congestion around the hospital — especially at the Cambridge Street entrance — the MGH embarked on a construction project to transform Parkman Street into a two-way road. Construction started last November after extensive discussions with the city of Boston and representatives from adjacent neighborhoods. This improvement will provide a second entrance into the campus, taking some of the traffic congestion away from North Grove Street.

Although roadwork met with several delays because of the severe winter weather, the construction project still is on track. For several months, a lane restriction along the length of the street was put in place to accommodate the construction. The north sidewalk was moved back to widen the street, and new lighting, landscaping and some utility relocation work was completed.

Temporary sidewalks now have been laid using asphalt, with plans for permanent concrete sidewalks to be put in place this spring. Before the official opening of the street, new signage will be positioned and road striping will be painted. The Boston Public Works Department will conduct a final inspection and approval before the street will be fully open for traffic.

The Kresge Challenge

Gifts take many forms: MGHers contribute to the $2 million Kresge Challenge

Since the launch of the MGH Physician and Employee Campaign for the Kresge Challenge last June, more than 1,400 MGHers have given generously to the challenge – raising more than $680,000 to date and bringing the hospital close to its $750,000 goal. As we approach the end of this campaign, we hope to surpass this target as a demonstration of widespread support from the MGH community.

The Kresge Challenge came about last winter when the MGH received a $2 million challenge grant from the Kresge Foundation. Earmarked for the phase-one construction of the new Yawkey Center for Outpatient Care, the $2 million will be granted to the MGH if the hospital enlists the support of a large number of physicians and employees to help fulfill the campaign's fundraising goal in an 18-month period. In addition, the hospital was mandated to raise a total of $63 million in support of the first of the two outpatient clinical facilities.

So far, three clinical departments, Emergency Services, Orthopædics and Oral and Maxillofacial Surgery, have achieved 100 percent participation. These departments and many others have had a strong show of support: seven have surpassed 50 percent, and in the spirit of the challenge, three departments have offered to match gifts from their participating physicians. The hospital's Board of Trustees also has achieved 100 percent participation.

The MGH thanks all those physicians and employees who have generously contributed to this very important challenge.

Gifts may be made until June 30. Pledges over five years are welcome. The list of contributors enclosed reflects donations made by March 7. For more information about how you can make a difference by participating in the MGH Physician and Employee Campaign for the Kresge Challenge, call (617) 724-8755 or visit *www.mghgifts.org/employeecampaign*.

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Dr. Robert S. Abernethy III
Mary and Tom Acconcia
Mr. and Mrs. Timothy Ackerman
Dr. Martin A. Acquadro and Jean M. Acquadro, RN
Dr. Jonathan Adler
Dr. Barry Agranat
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Dr. Anthony Zietman
Drs. Melinda and Barry Zitin
Roselyn Zulu, RN
Dr. Randall M. Zusman

Senior HealthWISE program offers seniors tips and exercise

Last year, the MGH launched a program that focuses on a specific population in nearby neighborhoods. Called MGH Senior HealthWISE (wellness, involvement, support and education), the program is designed to improve the health and well-being of seniors living in the Beacon Hill and West End areas.

MGH Senior HealthWISE
Community Wellness, Involvement, Support and Education

The program includes wellness centers that are held for one afternoon every week at three senior housing facilities — the Beacon House, the Blackstone Apartments and the Amy Lowell House. The program also offers the services of a resource specialist who helps seniors access resources in the community that will help them in their everyday lives. Such resources include home delivery of meals, transportation services and assistance with getting insurance coverage for medications.

Another resource for seniors is educational seminars that address topics such as maintaining diet, nutrition and exercise to managing blood pressure and diabetes. The seminars are held on the hospital's main campus for all community seniors. The on-campus offerings also include the hospital's Senior Supper Club, which gives seniors the opportunity to dine at the hospital's Eat Street Café at a discounted rate. The club also provides free health screenings and educational events.

At right is a list of educational seminars and talks for the MGH Senior HealthWISE program. All programs will be held from 4 to 5 pm in the MGH East Garden Dining Room. ●

Senior HealthWISE educational seminar schedule

April 28
"Spring into Easy Cooking"
Helen Doherty, RD, MFP
Susan Barraclough, MS, RD
MGH Department of Nutrition and Food Services

May 19
"From Laboratory to Life: Research Advances in Aging"
Kenneth L. Minaker, MD
Chief of MGH Geriatric Medicine Unit

June 9
"Managing Stress to Stay Healthy"
Mary Ann Hardenbergh
Director, ABCD Project Healthy Plus

June 23
"Tai Chi for Health, Happiness, and Longevity"
Rebecca Spainhower
Tai Chi instructor

July 14
"Enhancing Life's Options"
Robyn L. Rapoza, RD, LD, RN
Beacon Hill Best Health Center

July 28
"Can You Hear Me Now? How to Keep Your Voice in Healthcare Decision Making"
Members of the MGH Ethics in Clinical Practice Committee

Aug. 11
"Safety in a Changing World"
John Driscoll
MGH Department of Police and Security

Aug. 25
"Sadness and Loss: How Do We Deal With It?"
Gail Leslie, RNCS
MGH Department of Acute Psychiatry

Sept. 15
"Community Resources: Where to Go and Whom to Ask"
Ruth Grabel, MPA
Mass. Department of Public Health

Sept. 29
"Taking Your Medications Safely"
Members of MGH Pharmacy

—A medical history tour

(Continued from Page 1)

side of the Main Corridor. Another highly visible historic item is the horse-drawn ambulance, which is located in the Main Lobby. The ambulance was used to transport physicians as well as patients during emergencies in the late 19th century.

MGH accomplishments in social work, nursing, reproductive health, aseptic surgery and other important fields also are highlighted in the tour. Old building plaques and exhibits of framed photographs have been mounted at selected sites. For more information about the MGH History Trail, call (617) 726-2206. ●

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MGH HOTLINE

WHAT'S HAPPENING

EAP seminar
The Employee Assistance Program (EAP) will offer the seminar "Home Buying" April 10, from noon to 1 pm in the Wellman Conference Room. The seminar will provide an overview of financial aspects of the purchasing process and an explanation of steps to secure a mortgage. For more information, call the EAP at (617) 726-6976.

Pain Relief Champions Course
The MGH Cares About Pain Relief Initiative is sponsoring the annual Pain Relief Champions course, April 14 and 15 at the Holiday Inn Select-Government Center. This course will examine barriers to effective pain relief and suggest tools for overcoming many of them. Any professional in a clinical discipline is invited to take the course and become a Pain Relief Champion. For more information or to register, contact Tom Quinn at (617) 726-0746 or send e-mail to *PainRelief@partners.org.*

Robert W. Carey Lecture
The first annual Robert W. Carey Lecture will be held April 14, from 6 to 8 pm in the O'Keeffe Auditorium. A reception will be held from 6 to 6:45 pm outside the auditorium followed by "The Care Method, Compassion in Skilled Hands," a lecture given by Edwin Cassem, MD, former chief of MGH Psychiatry. For more information, contact Waveny Cole at (617) 724-4424.

HIPAA case studies
The Clinical Research Program (CRP) and Partners Human Resources is sponsoring "HIPAA Case Studies #1," April 15, from 4 to 5:30 pm in the O'Keeffe Auditorium. Judy Scheer, training coordinator of the CRP, and Harry DeMonaco, chair of Partners HRC, will discuss requiring waiver of authorization and requiring authorization. This lecture meets the mandatory HIPAA education requirement. For more information or to register, visit *www.crnet.mgh.harvared.edu* or call (617) 726-1669.

Symposium on racial and ethnic health disparities
The Harvard Interfaculty Program on Health Systems Improvement will hold its first symposium,"Racial and Ethnic Health Disparities Research in the US" April 11, from 8:30 am to 3:30 pm at the Harvard School of Public Health, Kresge Building G-1. Register online at *www.healthpolicy.harvard.edu/newfeature/disparities_symposium.php* by April 7. For more information, contact Debra Perez at *djperez@fas.harvard.edu* or Carlotta Arthur at *carthur@hsph.harvard.edu.*

Harvard seminar series
The Harvard Interfaculty Program on Health Systems Improvement will hold "Unraveling the Mystery of the SES-Health Gradient" April 8, at 10:30 am at the Harvard School of Public Health, Kresge Building G-2. Nancy Alder, MD, director of Health Psychology Program at the University of California at San Francisco, will be the guest speaker. For more information, contact *phsi@harvard.edu*

Nursing career expo
MGH Patient Care Services will hold a Nursing Career Expo April 6, from noon to 4 pm in the North and East Garden Dining Rooms. Information about opportunities at the MGH for staff nurses, clinical nurse specialists, patient care associates and surgical technologists will be offered. The Center for Clinical and Professional Development also will present a continuing education session for participants in the Haber Room, from 1 to 2 pm. For more information, call Megan Brown at (617) 726-5593.

Cancer Center offers family information backpacks
The MGH Cancer Center now is offering information "backpacks" for parents who have cancer and need help talking about it with their children. Each backpack contains developmentally appropriate educational information as well as expressive, comforting and stress-reducing items and activities. Parent, teen, school-aged and toddler packs are available. Backpacks can be picked up in the Cancer Resource Room on Cox 110. For more information, contact Kathy Clair-Hayes at *kaclairhayes@partners.org* or call (617) 724-1822.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

In memoriam: Gilbert Nessolini

Former longtime MGHer Gilbert Nessolini died at the hospital on March 23. Prior to his retirement in 1985, he had been director of Engineering and Maintenance for most of his more than 35 years at the MGH. During those years most major renovation projects at the hospital were carried out by employees instead of outside contractors, and Nessolini oversaw such activities as a complete renovation of the operating rooms in the Gray Building.

Nessolini was a graduate of Northeastern University and worked at Raytheon and Waltham Watch Company before joining the Army during World War II. He joined the MGH in 1948 after his discharge.

April 11, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Tragic deaths shock hospital community

The MGH community was stunned by the news of the tragic deaths of two MGH employees April 8. Brian McGovern, MD, co-director of the MGH Electrophysiology and Arrhythmia Service, and Colleen Mitchell, an administrative assistant for the service, were shot in an office in the Electrophysiology Laboratory. They were immediately rushed to the MGH Emergency Department where they later died. Boston Police officials have deemed the incident a murder-suicide. According to officials, Mitchell had been treated for depression. Hospital leadership and MGH Police and Security staff continue to work closely with Boston Police to investigate the incident.

A counseling center was established Tuesday morning in the Blum Patient and Family Learning Center for employees and others who were most affected by the tragedy. Staffed by members of the Employee Assistance Program (EAP), Social Services, Psychiatry and Chaplaincy departments, the center remained open through April 9 to assist those who were feeling particularly upset or stressed by the events.

According to colleagues, McGovern, 47, was a much-loved caregiver and well-respected colleague

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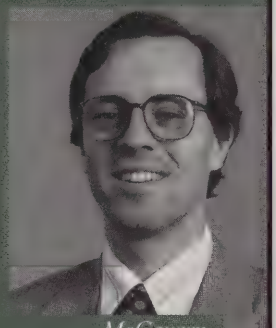


McGovern

FYI campaign: Know your codes

The first in a series of posters to help MGHers prepare for the upcoming survey of the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) was distributed last week featuring the hospital's new code identification system.

As part of the continuing "FYI" campaign, the posters are meant to keep MGH staff and employees apprised of important information related to working within the hospital community. The JCAHO survey is expected to take place in the fall.

The poster *(shown at right)* depicts important information about the new code identification system, which the hospital currently is implementing to help improve the way MGHers identify an emergency for a fire or cardiac arrest. Now when either type of emergency is taking place, employees can call a simplified phone number (617) 726-3333 and call a "code blue" for a cardiac arrest emergency or "code red" for a fire emergency. When MGHers call these codes and other stat calls on the centralized phone number, the appropriate response team can be notified immediately.

The new code system is one of many initiatives the hospital is implementing to improve internal and external responses to any type of emergency. The code blue and code red references also are more commonly used as emergency alerts in other institutions and agencies across the country.

For more information about the new code identification system, call Maryanne Spicer at (617) 726-5109 or Colleen Snydeman, RN, at (617) 726-3727. ●

—Tragic deaths shock hospital community

(Continued from Page 1)

who was widely known as an expert on cardiac arrhythmias. He had joined the hospital in 1981 as a clinical and research fellow in Medicine. He completed fellowships at the MGH in cardiology and cardiac electrophysiology. A native of Dublin, Ireland, McGovern received his medical degree at the National University of Ireland and trained in internal medicine at Mater Hospital in Ireland.

Mitchell, 51, had worked at the MGH since May 2001, when she joined the hospital as a Bulfinch temporary worker. She had worked in 25 different temporary assignments, usually filling in for secretarial positions. Those who supervised her work described her as "a delight to work with," "capable," and "confident." She was also described as having a "nice personality," and "a great sense of humor." In December 2002, Mitchell accepted full-time employment in the Electrophysiology Laboratory, where she had served in a temporary capacity since September.

"No words can possibly express the profound loss the MGH community is feeling from these tragic deaths," says Peter L. Slavin, MD, president of the MGH. "Our thoughts and prayers go out to the many family members, friends and colleagues who are both shocked and grief-stricken by this incident. The MGH has suffered enormous sadness during the last couple of months, and I once again want to express my heartfelt gratitude to all of our employees and staff who have persevered under such extreme circumstances and have kept hospital operations running smoothly. I am so proud to lead an institution of such unparalleled integrity and dedication to not only providing the highest quality of patient care but also to helping each other in a time of need."

The EAP is available to offer support for employees. For more information about EAP and other support services, call (617) 726-6976. ●

Grateful family finds MGH care "truly remarkable"

Below is a thank-you letter from a grateful family sent to James J. Mongan, MD, former MGH president.

Dear Dr. Mongan,

My mother, Elinor Toebes, was a cancer patient at Mass General for a year and a half. Unfortunately, she finally succumbed to the disease last year. She had a very rare and aggressive form of uteran cancer. Thanks to the wonderful care received at the MGH, my mother's quality of life was near 100 percent during her entire illness until the last several weeks of her life. From day one of her diagnosis, she could never get over the compassion and care that she received from every person at the MGH she dealt with. One of my mother's requests to me during her stay at the MGH was to write a letter expressing her gratitude.

My mother had many ups and downs during her illness, as I am sure all cancer patients experience. Most of the "downs," however, were mental anguish rather than physical pain. As far as I know, my mother never really had any bad reactions to the radiation or chemotherapy, thanks to her iron constitution and the advances in the treatment of side effects. Her wonderful doctors, including Najimosama Nikrui, MD, Richard Penson, MD, Thomas Delaney, MD, and Joan Gallagher, MD, helped her not only with her treatment but also her anguish. I accompanied my mother on several of her visits and witnessed how wonderfully the physicians comforted my mother as much as possible. Their bedside manner is second to none and something I will never forget.

I also must single out Marie Elena Gioiella, the social worker assigned to my mother from day one. Marie Elena was very special to my mother and provided her with support and friendship. Marie Elena also helped my wife and I deal with the harsh reality of my mother's condition.

Once a month, my mother's three-day trip to the MGH for her chemotherapy treatment – "Camp Chemo" as she called it – became a part of our lives. Every time I called her or visited the hospital during her numerous stays, she always commented on how hard the nursing staff on Bigelow 7 worked. They were my mother's angels, and she grew quite attached to them. Not until my mother's last hospital stay did I fully understand all that they did for her. From providing fantastic medical attention to making her laugh, the nurses always maintained the utmost respect for my mother. The nurses even found time to talk to me when I would call during the night – truly remarkable.

From the bottom of my heart and my wife's, we extend the warmest wishes and the deepest thanks to the staff at Mass General. Your care allowed my mother to become a Nana and spend precious time with her grandson, Benjamin. For that, there are really no words that say enough.

Sincerely,
Stephen C. Toebes

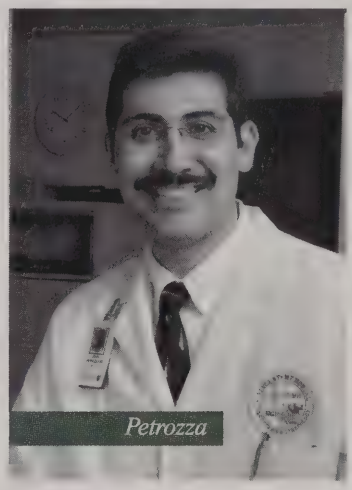
First MGH total laparoscopic hysterectomy performed

The MGH Vincent Obstetrics and Gynecology Service continued the tradition of advancing minimally invasive gynecologic surgery when John Petrozza, MD, chief of the MGH Vincent Reproductive Medicine and In Vitro Fertilization (IVF) Division, recently performed the hospital's first total laparoscopic hysterectomy.

Two patients – including one who traveled from Ohio – now have benefited from the new procedure. According to Petrozza, hysterectomies typically have been performed through an abdominal or vaginal incision. Laparoscopy allows surgeons to perform surgery with minimal tissue injury by utilizing miniaturized video equipment and customized instruments. As surgeons became more comfortable with laparoscopy, it became possible to do the initial part of the surgery laparoscopically and then complete the case vaginally. Many physicians had questioned the benefit and cost effectiveness of this two-stage procedure.

Recently, laparoscopic surgeons began performing supracervical hysterectomies, removing the uterus but leaving the cervix in place. For some patients, however, it is medically necessary to remove the cervix. Now, a small but growing number of surgeons throughout the world, such as Petrozza, have been able to do an entire hysterectomy with removal of the cervix and ovaries through the laparoscope.

The procedure has proved to reduce the complications of more traditional surgeries and shorten a patient's recovery time to approximately seven days, as compared to four to six weeks for traditional hysterectomies. It also is cost-effective – reducing a patient's hospital stay from three days to one day.



Petrozza

"The new procedure is showing remarkable benefits," says Petrozza, who was appointed chief of the MGH Vincent Reproductive Medicine and IVF Division in January. "Historically, the MGH Vincent Service has been on the fast track of minimally invasive surgery. This procedure is just one way of keeping us there. From a clinical standpoint, I was just amazed how fast these patients recovered. One patient was shopping at the mall just five days after her surgery. When you look at overall outcomes, money saved and time in the hospital, the impact this procedure will have on a woman's life and on the resources of a hospital is tremendous."

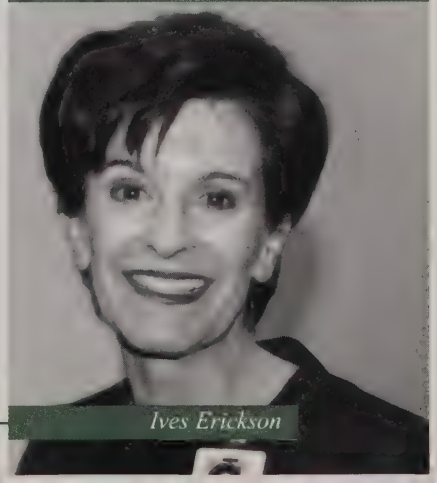
For more information about this type of procedure, call (617) 726-8868. ●

Ives Erickson honored

Jeanette Ives Erickson, RN, MS, senior vice president for MGH Patient Care Services (PCS) and chief nurse, recently received the first-ever Prism Award from the American Organization of Nurse Executives (AONE) Institute for Patient Care Research and Education. The award was presented to Ives Erickson at the AONE's 2003 annual meeting and exposition.

The Prism Award was created to recognize efforts to promote diversity in the nursing field and enhance understanding of diversity issues through events and activities. AONE president Rita Turley, MS, RN, said Ives Erickson has "provided significant leadership by facilitating and championing successful diversity awareness programs and initiatives."

Ives Erickson was selected for her work in implementing a program to mentor nurses educated in foreign countries by foreign-born nurses, organizing the culturally competent care curriculum at the hospital and establishing several committees focused on diversity, such as the PCS diversity committee.



Ives Erickson

National Minority Cancer Awareness events

In recognition of National Minority Cancer Awareness Week, the MGH Cancer Center will sponsor two events April 23 and 24. "Caring for the Community" will take place April 23, from 1 to 3 pm in the O'Keeffe Auditorium, featuring Reverend Ray Hammond, who will present "Effective Community Outreach – Partnering with Faith-based Organizations." Thomas Farrington, author of *Battling the Killer Within,* also will discuss his book and the effects of hope, prayer and treatment on prostate cancer recovery. Bruce Chabner, MD, clinical director of the Cancer Center, will give an overview of Dana-Farber/Harvard Cancer Center's Disparities in Cancer Program. A reception and book signing by Farrington will follow.

"Making a Difference in Your Care – What You Need to Know About Cancer Prevention" will be held April 24, from 1 to 3 pm in the O'Keeffe Auditorium. Cancer Center clinicians will staff tables with educational information about cancer prevention, and an informal presentation will be held from 2 to 3 pm. The program will feature Chabner, Elyse Park, PhD, clinical assistant in Psychology, and Christopher Lathan, MD, a Hematology/Oncology fellow, who will discuss how to get the latest information on prevention, diagnosis and treatment of cancer. The second half of the program will feature a panel of MGH staff and community leaders who will stress the importance of early detection and staying informed.

For more information, contact Joelle Reed at (617) 726-2689.

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MGH HOTLINE

WHAT'S HAPPENING

Weight management class
MGH Nutrition Services is offering a 10-week weight management class called "Winning at the Losing Game," beginning April 22, from 5:30 to 7:30 pm and meeting every Tuesday. This class will include nutritional education with an individualized plan by a registered dietitian, an exercise program supervised by a physical therapist and a martial arts instructor, and behavior modification to assist with lifestyle change. The cost of the class is $240 for MGH employees and is limited to 15 participants. For more information or to register, call (617) 726-2779.

Passover offering
The MGH Chaplaincy staff extends its best wishes to patients, families and staff who are celebrating the Jewish holiday of Passover, beginning at sunset April 16 and continuing through April 24. MGH Chaplaincy will host a Seder service April 16, from 1 to 2 pm in the MGH Chapel, located on Ellison 1. The Seder will include traditional songs, modern additions and prayers for healing. This service will be broadcast to patients on Channel 16. MGHers are asked to notify Jewish patients in advance and contact Rabbi Ben Lanckton for Seder foods if patients are medically cleared to participate or if patients have special Passover needs or requests. For more information, call (617) 724-3228 or send email to *blanckton@partners.org*.

Holy Week services
The MGH Chaplaincy will offer the following services in the MGH Chapel during Holy Week . A Roman Catholic Mass will be held April 12 and 13 at 4 pm. Palms will be distributed on the morning of April 13 to inpatient units and will be available at the Mass. An Ecumenical prayer service will be held April 14, 15 and 16 at 12:15 pm, and a Roman Catholic Mass will be held at 4 pm. Ecumenical prayers for Holy Thursday will be held April 17 at 12:15 pm, followed by a Roman Catholic Mass of the Last Supper for Holy Thursday at 4 pm. A Good Friday Ecumenical service will be held April 18 at 12:15 pm, and a Roman Catholic Passion of the Lord and Holy Communion service will be held at 4 pm. A Roman Catholic Easter Vigil Mass will be held April 19 at 7 pm. A Roman Catholic Easter Sunday Mass will be held April 20 at 4 pm. For more information, contact the MGH Chaplaincy at (617) 726-2220.

MGH 5K Run for Asthma
The MGH will hold its first 5K Run for Asthma May 3. The goal of this event is to raise money to benefit asthma research at the hospital. Sponsors, volunteers and race participants are needed. For more information, contact the 5K Run for Asthma Committee at (617) 726-6694 or visit *www.coolrunning.com/major/03/asthma*.

HIPAA case studies
The Clinical Research Program (CRP) and Partners Human Research Committee is sponsoring a seminar about the Health Insurance Portability and Accountability Act (HIPAA). "HIPAA Case Studies #1," will be held April 15, from 4 to 5:30 pm in the O'Keeffe Auditorium. Judy Scheer, training coordinator of the CRP, and Harry DeMonaco, chair of the Partners Human Research Committee, will discuss requiring waiver of authorization and requiring authorization. This lecture meets the mandatory HIPAA education requirement. For more information or to register, visit *www.crnet.mgh.harvard.edu* or call (617) 726-1669.

Robert W. Carey Lecture
The first Robert W. Carey Lecture will be held April 14, from 6 to 8 pm in the O'Keeffe Auditorium. Carey currently is a physician in the Hematology/Oncology Unit. A reception will be held from 6 to 6:45 pm outside the auditorium followed by "The Care Method, Compassion in Skilled Hands," a lecture given by Edwin Cassem, MD, former chief of MGH Psychiatry. For more information, contact Waveny Cole at (617) 724-4424.

Put a little love in your heart: Berklee students visit MGH

Patients from MassGeneral Hospital for Children were treated to a musical treat March 28 when students from the Berklee College of Music entertained patients from Ellison 17 and 18 with musical instruments and sing-a-longs.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

April 18, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

In the aftermath of tragedy, healing begins

The tragedy is incomprehensible. MGHers still are in shock from the unthinkable shootings that took place April 8 that resulted in the deaths of MGH employees Brian McGovern, MD, and Colleen Mitchell. There seems to be no possible indication that could have predicted the horrific murder-suicide that took place in the hospital's Electrophysiology Laboratory.

McGovern was a well-respected cardiologist, who was known to be a thoughtful, kind and caring physician to his patients as well as a wonderful colleague and friend. Mitchell, a secretary in the Electrophysiology Laboratory and a former social worker who had worked as a Bulfinch temp for nearly two years, was described as pleasant, delightful, capable and confident.

In the days that have followed the incident, MGHers still are trying to make sense of what can't be explained. The question "why" may never be answered. Members of the hospital community, however, continue to support one another and do the work at hand to maintain hospital operations under extraordinary circumstances.

During the past week, hospital leadership has made every effort to assure employees that the hospital is a safe place to work. MGH Police and Security has many programs and services in place designed to minimize crime and violence at the hospital while enabling enough access and flexibility for employees, patients and visitors to function freely.

To help employees and staff cope with the emotional aftermath of the tragedy, the Employee Assistance Program (EAP) continues to offer support to departments or assist individuals who are upset or feel overwhelmed by the situation. To contact the EAP, call (617) 726-6976.

A hospitalwide leadership meeting was convened April 17 to honor the lost lives and to help managers and supervisors address any concerns that employees may have during this difficult time. Jeremy Ruskin, MD, of MGH Cardiology, paid tribute to McGovern, and Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, read a message from Mitchell's family *(See Page 2).*

In addition, Bonnie Michelman, director of MGH Police and Security, gave an overview of workplace violence and the services the Police and Security Department provides. Jerrold Rosenbaum, MD, chief of MGH Psychiatry, offered information about the clinical aspects of depression. The meeting ended with a moment of

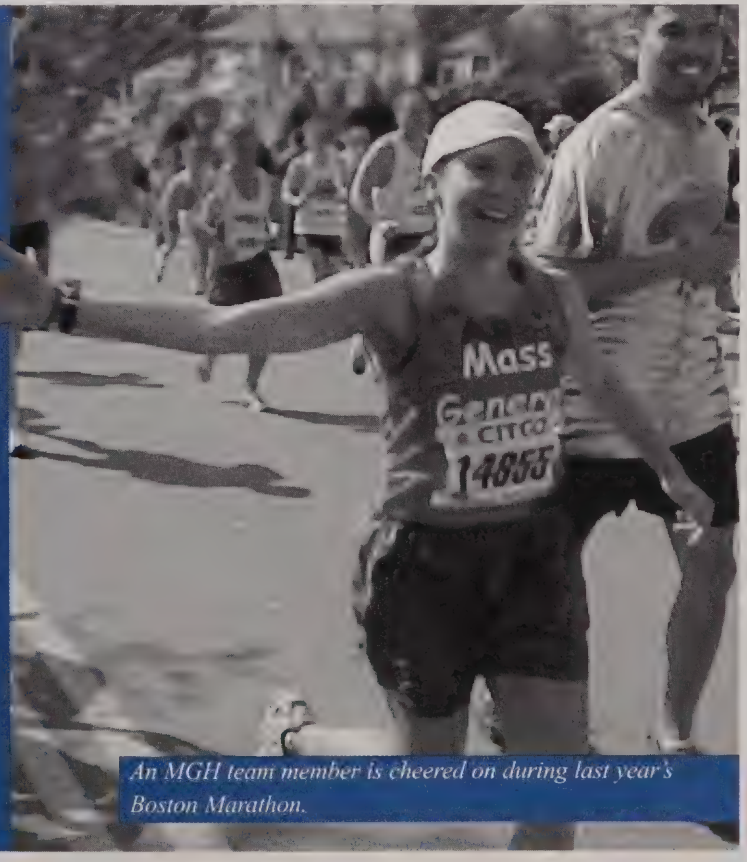
(Continued on Page 2)

One step at a time: MGHers to run Boston Marathon

On April 21, some of the MGH's finest will lace up their sneakers and pound the pavement while participating in the 107th annual Boston Marathon. More than 70 MGHers will run the world famous race to raise money for pediatric cancer research at the MGH.

The MGH Marathon Team was started in 1998 by Howard Weinstein, MD, chief of MGH Pediatric Hematology/Oncology, after one of his patients died from incurable sarcoma. The marathon team, called "Fighting Kids' Cancer ... One Step at a Time," is made up of physicians, nurses, staff, family and members of the community. Many of the team members have never run a marathon – or any race for that matter – but are inspired to run by the children and their families who battle cancer every day.

The team hopes to raise $500,000 to benefit the pediatric cancer programs at MassGeneral Hospital for Children.



An MGH team member is cheered on during last year's Boston Marathon.

Message to the MGH community

Below is a message to the MGH community from the family of Colleen Mitchell.

We would first like to express our deepest sympathy to Dr. McGovern's family. We pray they will find solace in their faith with the comfort and support of their family, friends and colleagues.

We would next like to thank the MGH community for your compassionate response to this senseless tragedy. We are especially grateful that Colleen's name was not released to the press until all of our immediate family had been informed of her death. Jeanette Ives Erickson has been enormously helpful in helping our family cope. Our family will never forget her kindness.

Colleen was a pediatric social worker for 20 years at an inner-city hospital in New Jersey. She received a special award from the Union County Prosecutor's Office for her advocacy for children. Many of the children she cared for had lead poisoning. It was discovered that a public housing project had been built on the site of an old battery factory. Colleen worked tirelessly to obtain safe housing for these children. She was on the frontlines at the beginning of the pediatric AIDS crisis when ignorance about the disease made these children social outcasts. Many of these children were orphans; their parents were AIDS victims as well. Colleen did much community education and advocacy on their behalf. She also went to court many times to protect the numerous children who were victims of physical or sexual abuse. Many children's lives were made better through her skill and compassion.

In the late 1990s, Colleen decided to make a career change, and she moved to Boston to be closer to other family members. Colleen enjoyed her colleagues and her work at the MGH, and she liked living in Boston.

We are still struggling to comprehend this tragedy. We cannot fathom that the Colleen we knew could ever take someone else's life. What we do know is that Colleen had been treated for depression in the past, like millions of other people. Few of them, however, hurt other people. Colleen must have been more severely ill than anyone thought, and she hid her illness from family and friends very well. We probably will never know why she did this.

Colleen's funeral is being held near our parents' home in Virginia. We have deep faith in God and are certain she is now at peace. We have been greatly comforted by her many friends and colleagues who have expressed their love and support.

— In the aftermath of tragedy

(Continued from Page 1)

prayer and reflection led by Rev. Mary Martha Thiel, director of MGH Chaplaincy.

During the last few days, McGovern's former patients as well as colleagues in other hospital departments have extended their heartfelt sympathies to his co-workers and friends in the hospital's Cardiology Division and Arrhythmia Service. A special memorial service for McGovern will be held for employees and patients Saturday, April 19 at 10 am in the O'Keeffe Auditorium. There will be a reception following the service in the WACC café.

Those wishing to send messages to the McGovern family may do so through a special website for McGovern linked to the MGH homepage at *www.massgeneral.org.* Messages also may be sent to the McGovern or Mitchell families to the attention of Jeff Davis, senior vice president for MGH Human Resources, 55 Fruit St., Boston, MA, 02114. ●

ADVANCES

MGH/BWH study identifies Alzheimer's associated changes in the eye

A research team led by investigators from the MGH and BWH has discovered that amyloid-beta (A-beta), the protein that forms plaques in the brains of people with Alzheimer's disease, also can be detected in the lens of the human eye. The investigators were able to identify A-beta in lens samples from elderly individuals with and without the disorder. An unusual pattern of amyloid deposits, however, was found only on the lenses of Alzheimer's patients. The observation, published in the April 12 issue of *The Lancet,* could lead to the development of a non-invasive test to diagnose and track the development of the devastating brain disorder.

The researchers examined samples of brain tissue and lenses taken from nine people who had died with Alzheimer's disease and from eight patients who died with other neurodegenerative disorders. While A-beta was found in all of the lenses studied in concentrations similar to that found in brain tissue samples, a distinctive pattern of A-beta deposits was found in the outer, peripheral portion of the lenses of only Alzheimer's patients.

"Development, testing and effective implementation of any new anti-Alzheimer's therapy requires a safe and effective means of diagnosing and monitoring disease progress," says Lee Goldstein, MD, PhD, the paper's lead author and a member of the MGH Genetics and Aging Research Unit and the Laboratory for Oxidation Biology. "If patients at risk of developing the disease could be identified early and accurately, ideally before cognitive symptoms emerge, therapeutic interventions can be instituted before the onset of irreparable damage to the brain."

Leo T. Chylack, Jr., MD, director of the BWH Center for Ophthalmic Research, and Ashley Bush, MD, director of the MGH Laboratory for Oxidation Biology, are senior co-authors of the report. Other MGH co-authors are Rudolph Tanzi, PhD; Robert Moir, PhD; Xudong Huang, PhD; Jennifer Coccia, Kyle Faget and Karlotta Fitch. ●

MGH HOTLINE

New pharmacy program offers better service to uninsured patients

The MGH Drug Therapy Committee soon will be introducing a new program that will help MGH clinicians determine which medications can be offered to patients who qualify for free care. The new program includes a medication formulary – or list of preferred drugs – that will help clinicians better manage these prescriptions in a cost-effective way. The program also will offer a patient counseling service to help educate patients about their medications.

Each year, the MGH provides millions of dollars worth of free medical care and medications to uninsured patients who otherwise would go without quality medical care.

The new medication formulary allows clinicians to choose from one or two preferred medications for each of the major treatment areas. Medications prescribed that are not on the formulary will require approval from the on-call pharmacist. Physicians may page the on-call pharmacist (beeper 22324) between 9 am and 5 pm to explain the clinical reasons for prescribing a non-formulary medication. At other times, physicians may fax a brief statement, using the on-line prior approval form, regarding the need for the non-formulary medication. This approval process will help ensure that exceptions are made thoughtfully and appropriately.

The formulary can be viewed by selecting "drug information" at *http://oi.mgh.harvard.edu/pcoi*. For more information about the program, call Ron Gaudette at (617) 724-3684.

Pediatric patients – queens for a day

Patients of MassGeneral Hospital for Children were treated like royalty April 11, as students from the Wheaton College chapter of "Queen for a Day" pampered the patients from head to toe in the Ellison 17 playroom.

Current and former young female patients were treated to manicures and makeup, then dressed up and modeled their queenly attire. The girls also designed their own personal page in a photo album that will be added to the chapters' collection. The crowning moment for each girl was donning a tiara and a robe and walking down the carpet to her throne as her admirers cheered and took pictures.

Queen for a Day is a national, nonprofit organization designed to raise the self-esteem and self-confidence of girls coping with serious illness.

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MGH HOTLINE

WHAT'S HAPPENING

Faculty seminar series
The Department of Medicine Academic Council will present a faculty seminar entitled, "How to Write a Grant – Junior Faculty" April 24, from 4 to 5:30 pm in the Wellman Conference Room. The discussion will include strategies for timing and preparation for independent grants, NIH structure and federal funding versus private foundations and industry sources. Registration is not necessary. For more information, call (617) 726-8557.

Clinical Advisory Group information systems meeting
The Clinical Advisory Group will hold a meeting about information systems April 21, from 5:30 to 7:30 pm in the Wellman Conference Room. Topics will include the upcoming clinical systems symposium, and updates on the 2004 budget, the Longitudinal Medical Record and Provider Order Entry.

National Minority Cancer Awareness Week
The MGH Cancer Center will host two events recognizing National Minority Cancer Awareness Week April 21 to 27. "Caring for the Community" will take place April 23, from 1 to 3 pm in the O'Keeffe Auditorium, featuring Rev. Ray Hammond, author Thomas Farrington and Bruce Chabner, MD, clinical director of the MGH Cancer Center. "Making a Difference in Your Care – What You Need to Know About Cancer Prevention" will be held April 24, from 1 to 3 pm in the O'Keeffe Auditorium. Cancer Center clinicians will staff tables with educational information about cancer prevention, and an informal presentation will be held from 2 to 3 pm. For more information, contact Joelle Reed at (617) 726-2689.

Boston Stroke Society symposium
The Boston Stroke Society will hold a symposium, "Unruptured Intracranial Aneurysms," May 7, at 7:20 pm in the Wellman Conference Room. A limited-seating dinner prior to the event also will be held with advance reservations. Christopher Ogilvy, MD, director of Cerebrovascular Surgery at the MGH, will be a featured speaker. To make a reservation, send e-mail to *eychan@partners.org* by May 2. Cost of dinner is $15 for staff, $5 for residents and fellows. Checks made out to the Boston Stroke Society should be sent to Robert Ackerman, MD, prior to the event.

CNRC accepting applications
The Clinical Nutrition Research Center (CNRC) at Harvard Medical School now is accepting applications for new pilot/feasibility projects and competing renewals of currently funded one-year projects. Candidates must submit applications by May 16 to W. Allan Walker, MD, 114 16th St., Charlestown, MA, 02129, or contact Suzette McCarron at (617) 726-4166.

MGH wins award for transportation management

The MGH recently received a transportation management award from the Association for Commuter Transportation (ACT) Patriot Chapter. Bonnie Michelman, director of MGH Police and Security, accepted the Leadership Excellence Award on behalf of the MGH at the ACT Patriot Chapter New England Transportation Demand Management conference and awards luncheon April 3.

The award is given to an organization for its outstanding contributions to the field of transportation management through effective and exemplary leadership.

David Straus, president of the ACT Patriot Chapter, nominated the MGH for the award. With services such as the subsidy of transit passes, the MBTA corporate T pass program, the Zipcar program, the investment in bicycle/pedestrian facilities and a dedicated staff at the MGH, the hospital "is truly an excellent example of how successful transportation demand management can be when a company is in full support," says Straus.

Michelman accepts the award.

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www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

April 25, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Brian McGovern, MD: Remembering a physician, colleague and friend

Every seat in the O'Keeffe Auditorium was taken April 19. Two overflow rooms were filled beyond capacity. The aisles of the auditorium were crowded with people craning to see the podium and hear the words of remembrance for a beloved and world-renowned cardiologist, Brian McGovern, MD, who was killed April 8 in a senseless tragedy that stunned and saddened the hospital community.

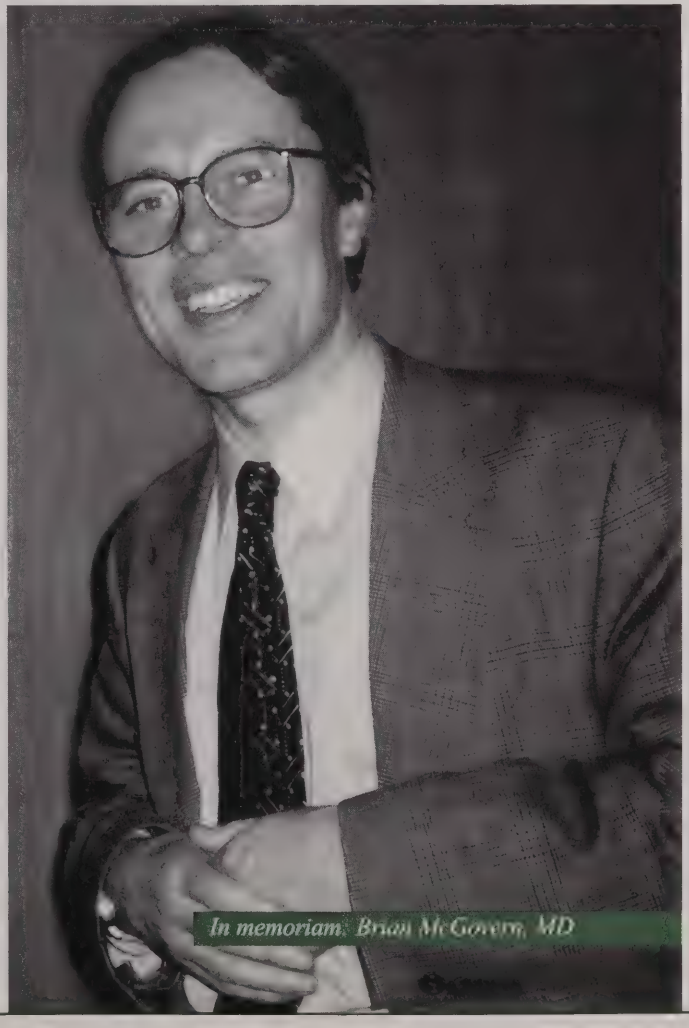
The memorial service, which was designed for McGovern's patients, also included colleagues, family, friends and MGH employees who came to hear eloquent words and heartfelt messages about the man who touched so many lives in his extraordinary 23-year career at the MGH.

"We can't put a good face on this terrible tragedy, but every time I think of Brian – which will be often – I will aspire in that moment to be a little more patient, a little nicer, a little more like the ideal that he personified," said David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization. "If that can happen a thousand times to all of us, maybe a million times over the years, I believe this world might be a better place."

With McGovern's widow, Anne Jennings, MD, and one of their daughters, Caitriona, in the audience, Torchiana introduced the service, which also included tributes from physicians, colleagues, patients, friends and family members of McGovern. While each shared personal anecdotes, tearful remembrances and even a few light-hearted memories, a common theme surfaced: McGovern was a brilliant physician who possessed the precious gift of genuine compassion and empathy for all he came into contact with – patients, friends and colleagues alike.

"When you met him, he made you feel like you were so important to him and that he was so happy to see you," said Guillermo Sosa-Suarez, MD, a colleague of McGovern's at St. Peter's Hospital in Albany, NY. "He drew people to him. They liked him because of his skills as a physician and because of his personal warmth."

During his tenure at the MGH, McGovern grew into a master clinician and was well known as a doctor's doctor – a physician who many colleagues confided in, consulted with and looked to for advice and wisdom. He built one of the largest referral practices in New England and was widely known as an expert in cardiac arrhythmia.



In memoriam: Brian McGovern, MD

He was a sought-after lecturer, a highly-respected teacher and, in addition to his commitment to patient care, he devoted much time to important clinical research. For many years, he served as medical director for the Ellison 10 Cardiac Step-Down Unit. Every Wednesday, McGovern traveled to Albany, NY, to see patients at the highly successful outreach arrhythmia program that he had founded and built. But beyond the impressive credentials and the lauded achievements, McGovern was what Torchiana described as a "good man" who was highly accomplished yet humble and self-effacing.

(Continued on Page 2)

— Brian McGovern, MD: Remembering a physician, colleague and friend

(Continued from Page 1)

"Despite his incredible accomplishments, Brian never took himself too seriously, which is what we loved most deeply about him," said Jeremy Ruskin, MD, a colleague of McGovern's in MGH Cardiology and a close friend. "Everyone knew him for his sense of humor, which was kind-hearted and borne of intelligence and generosity. He was always funny, but his humor was never at anyone's expense. He was able to defuse countless difficult situations with his humor."

For Ruskin, this memorial tribute was a deeply personal one. Ruskin first met McGovern in 1981 when the young medical school graduate came to the MGH from Ireland to interview for a fellowship. During McGovern's training at the MGH and his subsequent career, Ruskin grew to rely on him for his insightful medical expertise and thoughtful advice. "Brian was my student, but he became my teacher," said Ruskin. "I'll always be grateful for his friendship, his loyalty and everything that he taught me. A piece of each of us is lost with Brian, but a part of him is alive in all of us. As we try to take care of each other – as he did so often for us – we must continue the extraordinary work he did with such grace, skill and generosity."

A tribute from a friend and colleague

"THE GOOD PHYSICIAN KNOWS HIS PATIENTS THROUGH AND THROUGH, AND HIS KNOWLEDGE IS BOUGHT DEARLY. TIME, SYMPATHY AND UNDERSTANDING MUST BE LAVISHLY DISPENSED, BUT THE REWARD IS TO BE FOUND IN THAT PERSONAL BOND, WHICH FORMS THE GREATEST SATISFACTION OF THE PRACTICE OF MEDICINE. ONE OF THE ESSENTIAL QUALITIES OF THE CLINICIAN IS INTEREST IN HUMANITY, FOR THE SECRET OF THE CARING OF THE PATIENT IS IN THE CARING FOR THE PATIENT."

— FRANCIS WELD PEABODY, MD, (1881-1927) RENOWNED PHYSICIAN AND TEACHER AT HARVARD MEDICAL SCHOOL

"NO ONE I'VE MET IN MY PROFESSIONAL LIFE EMBODIED THESE WORDS MORE THAN BRIAN DID."

— JEREMY RUSKIN, MD

"HIS PRESENCE IN OUR LIVES WAS A GIFT FROM GOD, AND WE WILL TRY TO HONOR HIS MEMORY BY CARING FOR PATIENTS AS HE HAD TAUGHT US."

— KATIE LYNCH, RN

It is that extraordinary work of providing the highest quality patient care that was honored by McGovern's patients, who also spoke of his compassion, caring and commitment to the many people who walked into his exam room.

Bud Mueller, MD, was one of those patients. Mueller credited McGovern for saving his life and saving the lives of thousands of other cardiac patients. "His expertise and kindness gave and continue to give individuals and families the ultimate gift – the gift of time," he said. "His work improved beyond measure the quality of time for patients by decreasing the anxiety that is part of the condition that patients and their families must endure. Brian delved into his life's work in a way that showed compassion, caring, respect, empathy and love. We should try to do the same. If we can try to make the world a better place, we can honor Brian, his wife, his children, his MGH team, and then Brian can live on in an important way through each of us whose lives he enriched."

While McGovern touched the lives of many of his patients and his physician colleagues, the staff of the Arrhythmia Service, Electrophysiology Laboratory, the Ellison 10 Cardiac Step-Down Unit and the entire Cardiology Division also are particularly feeling the void left by the loss of a cherished colleague and friend.

Katie Lynch, RN, a nurse from Ellison 10, spoke of the profound impact McGovern had made on the step-down unit staff, both professionally and personally. "He cared for his patients with the utmost respect and compassion," she said. "He elevated our practice to do our very best work. Personally, he made us better because his happiness and love of life were evident and contagious. His presence in our lives was a gift from God, and we will try to honor his memory by caring for patients as he had taught us."

While many spoke about McGovern's dedication to his

career and his unflagging support of his colleagues and friends, many also spoke of his deep devotion to his family. Although, McGovern's time was filled with caring for patients, consultations with colleagues, preparing lectures and teaching future clinicians, he always found time for his wife and two daughters. "Brian had two passions in life," said Sosa-Suarez. "One was his passion for medicine. The other was his passion for his family. Those of us who were privileged to be close to him knew this. He loved his wife and daughters. Everyone knew how important they were to him."

As McGovern's MGH family continues to struggle to make sense of this unbelievable tragedy, many of his patients, friends and colleagues now are embarking on the daunting task of beginning the healing process.

For those who were so deeply touched by his loss, Rev. Felix Ojimba of MGH Chaplaincy offered words of consolation and prayer: "We now must come together and be free to feel our grief, release our emptiness and treasure our memories – conscious of our inability to prevent the death of one we so loved. As we gather here to comfort and support one another, nothing can separate from us Brian's legacies that now live in and among us." ●

Sending condolences to the McGovern family

After the terrible tragedy that occurred April 8 that took the life of renowned MGH cardiologist Brian McGovern, MD, condolences and messages have streamed into the MGH from colleagues, patients, friends and family members from all across the country and from his home country of Ireland. The outpouring from those who knew and loved him was so great that each letter and e-mail sent to the McGovern family was bound in a special book and given to McGovern's widow, Anne Jennings, MD, at the MGH memorial service April 19.

These condolences will continue to be given to the McGovern family. Those wishing to send messages to the family may do so by sending e-mail to *PA@partners.org,* or by visiting the MGH homepage at *www.massgeneral.org.* Messages also may be sent to the McGovern family to the attention of Jeff Davis, senior vice president for MGH Human Resources, 55 Fruit St., Boston, MA, 02114.

In addition, a special fund is being established in McGovern's memory. Details about donations to this fund will be published in a future issue of *Hotline.*

Overcoming grief: the EAP offers employees confidential counseling

In recent weeks, the MGH community has been directly affected by tragic and unprecedented events. In times of crisis and pain, MGHers can look to internal resources such as the Employee Assistance Program (EAP) to provide comfort and counseling.

The EAP is a workplace-based consultation, short-term counseling, information and referral program for employees and their families. The services provided are free, confidential and voluntary.

"Our job is to respond to any workplace crisis that may arise," says Andrea Stidsen, director of the Partners Employee Assistance Program at the MGH. "We are a consistent resource. We help an individual or group of individuals overcome grief, loss and anger during times of crisis."

The EAP is comprised of licensed professionals with graduate-level training in a variety of mental health disciplines and expertise in issues specific to the workplace – such as critical incident stress management, work issues, anxiety and depression, domestic violence, substance abuse, financial and legal issues – as well as many more issues that an employee may be coping with personally or professionally.

The EAP offers workgroup and departmental counseling when crises affect the workplace. After first assessing the incident and its "circle of impact," specially trained EAP consultants meet with staff on a voluntary basis to lead a post-incident discussion aimed at helping workgroups recover. This process offers employees the opportunity to talk together about their reactions and to lend moral support to each other, providing a measure of healing for individuals and groups.

In recent weeks, the EAP staff have noticed an increase in employees seeking help. "There is definitely a sense of sadness and increased vulnerability among many staff," says Stidsen, "and we are trained for that – to help people cope with their sadness and grief and find their inner strength."

For more information about the EAP or to set up a confidential appointment, call (617) 726-5941.

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MGH HOTLINE

WHAT'S HAPPENING

Managing the Menopause Patient in 2003
The MGH Women's Health Coordinating Council and Patient Care Services are sponsoring "Managing the Menopause Patient in 2003 – A Practical Approach" May 7, from 5 to 7:30 pm in the O'Keeffe Auditorium. The program is open to any clinician interested in learning a practical approach to managing menopause. A light dinner will be served during the program. For more information or to register, call (617) 726-3111.

PeopleSoft financial module upgrade
The PeopleSoft financial modules – including Accounts Payable, Asset Management, General Ledger, Inventory and Purchasing – will be upgraded in May to web-based version 8.4. This upgrade will affect those who use PeopleSoft on-line displays or on-line ordering. From May 15 at 4 pm through May 18, the PeopleSoft financial systems will not be available for regular use. The new version will be available May 19. Training is necessary for all current on-line system users. To register for an open house session or request instructions, contact Liz Torres at (617) 724-5946 or Karen Walsh at (617) 724-9816. Employees who use PeopleSoft to order supplies on-line must sign up for a scheduled class. To register, contact Eilene Recupero at (617) 724-1605 or Mohammed Haq at (617) 726-9471. For more information about this upgrade, contact Materials Management Customer Service at (617) 726-0411.

PACE open house
The final PACE open house session has been rescheduled for April 30, from 2 to 5 pm in the Bulfinch tent. Staff members who have not attended a previous session are encouraged to attend for important basic information about the PACE project. PACE team leaders and sponsors will be available to answer questions. For more information or to register, send e-mail to *paceproject@partners.org*.

Partners in Excellence Awards online nominations
The Partners in Excellence Awards web nomination period has been expanded to allow nominations to be submitted throughout the year. All online nominations submitted during the spring and summer will be reviewed during October when the selection committee meets. Only individuals employed by the institution during the time of selection will be considered for an award. The annual Partners in Excellence Awards ceremony will be held in December. For more information or to submit a nomination, visit the Partners in Excellence Awards website at *http://intranet.partners.org/pie/*.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Spring into Easy Cooking" April 28, from 4 to 5 pm in the East Garden Dining Room. Join Helen Doherty, RD, MFP, and Susan Barraclough, MS, RD, of MGH Food and Nutrition Services, for a live cooking demonstration. For more information, call (617) 724-6756.

Summer job programs
Part-time summer help is available for all MGH departments this year through two MGH Community Benefits programs. SummerWorks 2003 is a career exploration and internship program for graduating eighth graders from the James P. Timilty Middle School. SummerWorks combines weekly interactive professional development workshops with real work experience. Students spend 25 hours per week at the hospital from June 23 through Aug 8. The Jobs for Boston Youth program provides SummerWorks program alumni and students from East Boston High School with job opportunities at the MGH as well. Students spend 25 hours per week at the hospital from July through August. For more information, call (617) 724-3210.

CNRC accepting applications
The Clinical Nutrition Research Center at Harvard Medical School now is accepting applications for new pilot/feasibility projects and competing renewals of currently funded one-year projects. Candidates must submit applications by May 16 to W. Allan Walker, MD, Clinical Nutrition Research Center, 114 16th St., Charlestown, MA, 02129, or contact Suzette McCarron at (617) 726-4166.

Boston Stroke Society symposium
The Boston Stroke Society will hold a symposium, "Unruptured Intracranial Aneurysms," May 7, at 7:20 pm in the Wellman Conference Room. A limited-seating dinner prior to the event also will be held with advance reservations. To make a reservation, send e-mail to *eychan@partners.org* by May 2. Cost of dinner is $15 for staff, $5 for residents and fellows. Checks made out to the Boston Stroke Society should be sent to Robert Ackerman, MD, prior to the event.

IN GENERAL

Hermes Grillo, MD, of MGH Thoracic Surgery, was awarded the Henry Jacob Bigelow medal for contributions to the advancement of surgery April 7 by the Boston Surgical Society.

Ellen Kinnealey, RN, of MGH Biomedical Engineering, recently received the Janssen Elder Care Award from the National Patient Safety Foundation (NPSF). Kinnealey was recognized at the fifth annual NPSF Patient Safety Congress for her paper on safer drugs, which was implemented in the Intensive Care Unit and Operating Rooms at the MGH.

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by fax to (617) 726-7475;

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by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

May 2, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Medical milestone changes future of cardiovascular care

Researchers at the MGH, BWH and Beth Israel Deaconess Medical Center (BIDMC), who jointly coordinated and were the only participating New England centers for the national clinical trial of drug-coated stents, hailed a April 22 decision by the Food and Drug Administration (FDA) to approve these devices for widespread use in cardiovascular care.

Palacios

Currently, metal stents are implanted to prevent blood vessels on the heart from closing after angioplasty, a procedure in which a balloon catheter is inserted to clear blocked arteries. It is estimated that more than 20 percent of angioplasty patients suffer this restenosis, a condition in which the arteries do not heal well around the device and eventually narrow or close off again, necessitating repeat angioplasty or heart bypass surgery.

The stents that were studied are coated with a drug that arrests cell growth and stops scar tissue from forming within arteries that have been opened. The stents release the drug slowly over the first few weeks after insertion, when scarring is most likely to occur.

"The study looked at a wide variety of subsets of patients whom we treat with stents, including both conventional patients as well as those with diabetes, hypertension, long segments of narrowing and others at severe risk for restenosis," says Igor Palacios, MD, director of the MGH Cardiac Catheterization Laboratory. "Remarkably, the advantages of using the drug-coated stent were seen in essentially all types of patients. Since most patients appear to benefit, the implications of this new therapy are profound, now that this technology will be available for routine use."

The national clinical trial, which was funded by Cordis Corporation, a unit of Johnson & Johnson Company and the maker of the stent, followed 1,058 patients for eight months. The trial involved the MGH, BWH, BIDMC and 50 other medical facilities around the country. In the study, the clinical outcomes of 533 patients who received the drug-coated stent were compared to those of 525 patients who were treated with the metal stent. ●

Pam Ellis Memorial Secretarial Award winner recognized

Rosemary Dolan is described as the "secretary every other secretary cites as the best, who every resident says he or she would like to have work for them when setting up a practice," according to G. Rees Cosgrove, MD, an MGH neurosurgeon and Dolan's boss. This is just one of many reasons why Dolan was the 2003 recipient of the Pamela J. Ellis Memorial Secretarial Award.

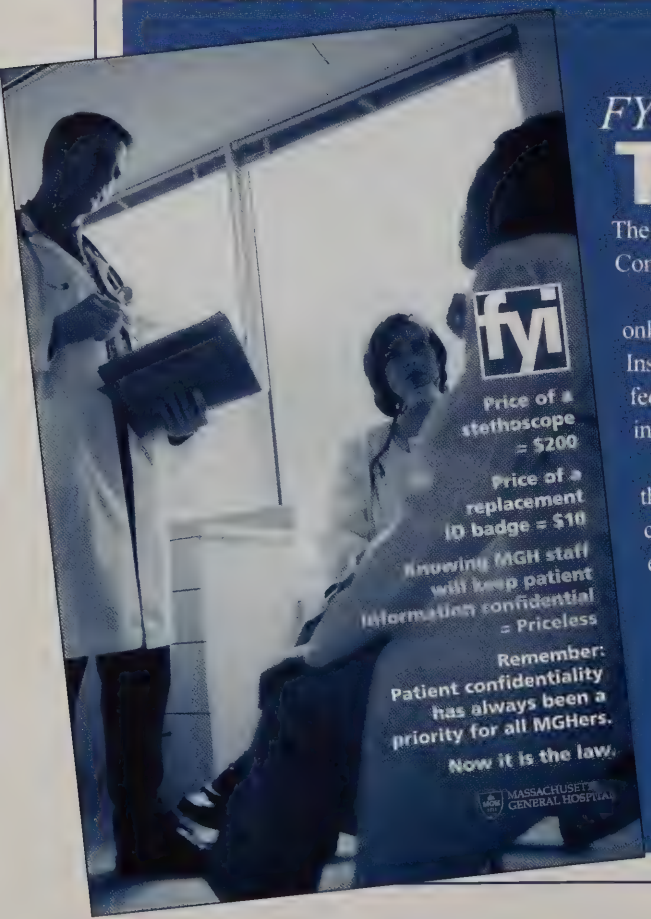
Dolan received the award at the Secretarial and Administrative Support Staff Recognition Day luncheon held under the Bulfinch tent April 23. The 65 other nominees also were recognized for their contributions to the MGH.

Nomination letters were written by Cosgrove and Steven Kalkanis, MD, chief Neurosurgery resident, with comments from coworkers, patients and patients' family members who praised Dolan's ability to handle multiple tasks in the department of Neurosurgery, to get things done in a timely manner and to make patients feel like they are her top priority. One patient's daughter summed it up when she told Cosgrove, "Thank you Dr. Cosgrove for everything. You are really very good, but Rosemary is great."

The award, which is given annually to a secretarial/clerical support staff member in recognition of National Secretary's Day, was named for Pamela Ellis, an executive secretary at the MGH, who died in October 1996 at the age of 31. Ellis was known for her outstanding performance and work values, and the $1,000 award was established in 1997 to honor employees who exhibit similar qualities in their work.

Dolan with Cosgrove

The MGH salutes our nurses during Nurse Recognition Week 2003 – May 4 to 9. Thank you for the incredible work you do.


fyi
Price of a stethoscope = $200
Price of a replacement ID badge = $10
Knowing MGH staff will keep patient information confidential = Priceless
Remember: Patient confidentiality has always been a priority for all MGHers.
Now it is the law.
MASSACHUSETTS GENERAL HOSPITAL

FYI poster addresses patient confidentiality

The next in a series of FYI posters is being distributed throughout the hospital this week and focuses on the important subject of patient confidentiality. The posters are meant to help MGHers prepare for the upcoming survey by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

The posters are a way of communicating to MGHers that patient confidentiality is not only a responsibility of all employees and staff, but now it is the law under the Health Insurance Portability and Accountability Act (HIPAA), a comprehensive federal law that gives patients the right to restrict certain uses of their medical information and provides more privacy protection.

Although MGHers have always made patient confidentiality a top priority, the new law protects patient information in all forms – written documents, conversations, computer information and any other electronic forms such as faxes, e-mails or pager messages.

In addition to the posters, an FYI paper also will be distributed in coming weeks, which will offer guidelines to help employees keep patient information safe.

For more information about the FYI campaign, call Amy Moquin at (617) 724-2753. For more information about patient confidentiality, call Health Information Management at (617) 726-2465.

MGHers run from the heart

Braving warm temperatures, treacherous potholes and the famously feared Heartbreak Hill, MGHers were among a sea of thousands of runners who laced up their sneakers and took their place at the starting line of what has become the epitome of physical endurance – the Boston Marathon. Although most athletes run the historic route for the pure sport of it, for these MGHers, who run on behalf of others who cannot, the spirit of the race comes from the heart.

A cheering crowd gathered along the marathon route to provide smiles, encouragement and support for MGHers running the race. Several MGH teams labored the famed marathon route, including "Fighting Kids' Cancer ... One Step at a Time." The team – which is made up of physicians, nurses, staff, family and members of the community – set a goal of raising $500,000 this year to benefit pediatric cancer research programs at MassGeneral Hospital for Children. Many of the runners were paired with pediatric cancer patients, who helped to inspire them to endure the strenuous 26.2 miles. The team was started in 1998 by Howard Weinstein, MD, chief of MGH Hematology/Oncology for MassGeneral Hospital for Children, after one of his patients died from incurable sarcoma.

Taking their place for the first time in this year's race was "Team Durant." The team was made up of 19 men and women – 11 from the MGH – who ran on behalf of the Thomas Durant, MD, Refugee Fellowship Program.

"The Durant Fellowship honors and celebrates the life and legacy of an extraordinary humanitarian by supporting an MGH doctor or nurse to work in refugee camps around the world," says Larry Ronan, MD, of Internal Medicine Associates and captain of Team Durant. "We fielded an intrepid, dedicated team of runners – all of whom finished the race – who were much buoyed by the generous support of our donors." In their first year, Team Durant raised more than $49,000, which far exceeded their projected goal.

In addition, a team of MGHers ran the marathon on behalf of the MGH Cystic Fibrosis (CF) Center. The team's projected goal is $20,000, and they will receive a matching donation from an anonymous donor. The funds will go directly to the MGH CF Center to support staff positions to provide the necessary care that CF patients require. ●

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MGH HOTLINE

PAGE 4

WHAT'S HAPPENING

Surgical Technologist Interview Day

MGH Patient Care Services and Human Resources will hold a Surgical Technologist Interview Day May 7, from 2 to 6 pm in the Wilson Conference Room, Jackson 419. All are welcome to interview with Human Resources representatives and the surgical nurse manager as well as tour the main operating room. For more information, contact Megan Brown at (617) 726-5593.

EAP seminar

The MGH Employee Assistance Program (EAP) will host "Who's Driving Your Bus?" May 8, from noon to 1 pm in the Wellman Conference Room. Suzanne O'Connor, RN, MS, CS, psychiatric clinical nurse specialist, will offer practical ideas to help take life in the direction one chooses. CEUs are available for nurses. For more information, contact the EAP at (617) 726-6976.

Ethics forum

An ethics forum entitled "Walking Through a Case: Recognizing, Reorganizing and Responding to Ethical Conflict" will be held May 9, from 11:45 am to 1 pm in the Sweet Conference Room on Bigelow 4, room 432. The forum will be moderated by Ruth Purtilo, PhD, visiting professor at the MGH Institute of Health Professions. Beverages and dessert will be served. For more information, send e-mail to *Erobinson@partners.org.*

BioSecurity 2003 Workshops

Harvard Medical School, Harvard School of Public Health and Harvard Medical International are sponsoring "BioSecurity 2003 Workshops: Preparation and Response to Civilian Disasters Stemming from Biological, Chemical or Nuclear Events" May 12, from 9:30 am to 3 pm at the Harvard Club, 374 Commonwealth Ave. Susan Briggs, MD, an MGH surgeon and supervising medical officer of the federal disaster teams, will moderate. For more information or to register, visit *www.biosecuritysummit.com/workshops/.*

Free skin cancer screenings

MGH Dermatology will offer free skin cancer screenings May 13, from 6 to 8 pm at the Dermatology Laser Center Professional Office Building, 275 Cambridge St., fifth floor. Screenings are by appointment only. For more information or to schedule an appointment, call (617) 724-6960.

AMMP panel discussion

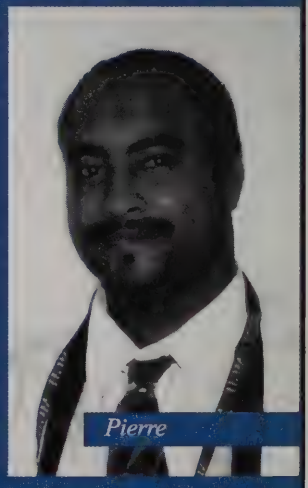
The Association of Multicultural Members of Partners (AMMP) and Human Resources (HR) will host "How to Navigate the MGH Hiring Process" May 8, from noon to 1 pm in the Mort Buckley Conference Room, Blake 8. A panel of HR generalists will discuss the online WebHire system, how to submit a resume online and what HR looks for when reviewing resumes. For more information, contact Loretta Holliday at (617) 726-2784 or via e-mail at *lholliday1@partners.org.*

CNY blood drive

MGH employees working at CNY are invited to participate in a blood drive May 14, from 8:30 am to 2 pm. The MGH Bloodmobile will be located at CNY Building 149. For more information or to make an appointment to donate, call Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org.*

In memoriam

Jacques Pierre, an employee of MGH Nutrition and Food Services at the Eat Street Café, died April 15 from serious injuries he sustained April 8 in a car accident on his way to work. Peirre was hired at the MGH in February 2001.



Pierre

"Jacques was an excellent employee and was known by his co-workers to be very kind, someone who always had a thoughtful word to share," says Lorraine Allan, RD, Pierre's manager. "Everyone referred to Jacques as their friend. Those of us who worked with Jacques miss him very much. His customers would frequently comment on the excellent service he provided and his efficient manner in taking their orders."

He leaves his wife Gina, a 16-month-old son, his mother in Haiti as well as many relatives and friends. Those wishing to share condolences with the family may do so by writing messages in two books available in the Eat Street Café Office, located in the White Basement, Room 063. These will be given to his wife and mother.

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May 9, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

PACE mile marker – first pilot site goes live

April 16 represented a significant mile marker for the hundreds of MGH employees involved with the Patient Administrative Cycle Enhancements (PACE) project, aimed at improving the efficiency of the outpatient registration, insurance referral and hospital billing processes. Part of the Internal Medicine Associates (IMA) practice "went live," using the new PACE model for outpatient registration and referral processing. The launch has been successful.

The PACE model is a redesign of the front-end outpatient procedures to provide better customer service to patients and reduce payer rejections related to outpatient registration, eligibility and referral issues. "The first day of using the model went extremely well, which is reflective of all the planning that went into the process ," says Virginia Manzella, administrative director for IMA. "This really was a team effort. Our staff went through extensive training to prepare for PACE, and two of our lead secretaries, Maria Oliveira and Betty Traghella, were on PACE committees, working closely with the PACE project staff to implement the model into part of our practice."

The launch of the PACE model in the IMA also marked the first time that the PACE project's centralized contact center was used to take transferred calls from practice staff. Named the Registration and Referral Center (RRC), the contact center has a staff of 15 people who call patients to verify insurance.

(Continued on Page 2)

PACE contact center staff

Nurses recognized for the exceptional jobs they do

Every day, nurses assume a myriad of different roles – caregiver, confidant, advocate. While medical care and procedures continue to evolve and improve, nurses are constantly working to create a safe environment for patients and their families. Patient safety was just one of the many topics discussed during Nurse Recognition Week, May 4 through 9.

To be able to provide the best possible care, patient safety issues are consistently being revisited and re-evaluated, particularly important in today's fast paced and complex hospital environment. Patient safety was the focus of a presentation May 6 called "A New Look at Patient Safety: Understanding the Complexity of Work," a part of Nurse Recognition Week festivities. Patricia Ebright, RN, DNS, assistant professor at Indiana School of Nursing, and Kathy Rapala, RN, JD, risk manager at Clarian Health Partners, Inc., were guest speakers.

(Continued on Page 2)

Nursing at MGH.
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Senior Supper Club offers a taste of tantalizing treats

Emeril Lagasse would surely have offered his signature "bam" as Helen Doherty, RD, director of MGH Nutrition and Food Services, and Susan Barraclough, MS, RD, senior manager of Retail Operations and Production for the department, hosted a cooking demonstration for the MGH Senior Supper Club.

With the aroma of grilled Cajun salmon, rice and red bean salad and a twist on the traditional angel cake wafting through the conference room, the demonstration was the first in a series of special events for the summer program.

More than 40 seniors from the community visited the hospital's East Garden Dining Room to sample some healthy, easy-to-prepare entrees and desserts. Barraclough and Doherty also offered some quick tips for healthy cooking and provided recipes for all of the tasty dishes.

The MGH Senior Supper Club, which caters to seniors over 60 living in communities close to the hospital's main campus, is co-sponsored by MGH Senior HealthWISE and MGH Nutrition and Food Services. The program offers seniors discounts and benefits, as well as the summer series of events.

For more information about the Senior Supper Club, call (617) 724-6756.

Barraclough

— PACE pilot site goes live

(Continued from Page 1)

and demographic information and process referrals in advance of patient visits. Using specialized computer and phone systems, the RRC will help reduce the burden of work on physician practice staff and make the overall patient experience easier and more pleasant. Patients will have their demographic and insurance information verified by registration specialists in the RRC approximately every six months.

"The contact center has state-of-the-art technology that was designed especially for this project, so going live with the IMA was a perfect opportunity to test out the system and address any issues," says Diane Gardner, director of the RRC. "In the first week, we met our service goal of having 90 percent of the calls answered in 16 seconds, so we were quite pleased with the launch. We also received positive feedback from patients when we called them for registration and referral information."

Currently, the RRC staff is located at Ruth Sleeper Hall; with plans under way to move to a new location in Medford and to expand the staff capabilities.

For more information about the PACE project, send an e-mail to *PACEProject@partners.org.* ●

— Nurses recognized

(Continued from Page 1)

Ebright, a nurse for 33 years, described the key elements of patient safety and how errors can be avoided in a large institution such as the MGH. With nurses working in such a dynamic field – with multiple tasks to be completed – patient safety is always a top priority. Ebright also spoke about a variety of safety-related topics, such as preventing falls, guarding against hospital-acquired infections and ensuring medication safety. "When errors occur, we need to evaluate the system in which it occurred in order to improve patient safety," said Ebright.

Rapala, a nurse for 22 years, described how Clarian Health Partners has worked to make patient safety a top priority. Clarian initiated the Safe Passage Program, which includes having a safety nurse on every floor who works with nursing and risk management staff. The goals of this program are to prevent errors through planning for change, analyzing and learning from errors and increasing efficiency. "All who work in patient care must work together to achieve patient safety," Rapala said.

Other activities for Nurse Recognition Week included breakfast and an afternoon reception for staff nurses; "The Genius of Nursing," a presentation by Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care and chief nurse; and a variety of educational seminars. The week concluded with a celebration at the Museum of Science. ●

ADVANCES

Researchers identify important function of NF2 tumor suppressor

An MGH-based research team has identified a key cellular function of a protein involved in the rare genetic disorder neurofibromatosis type 2 *(NF2)*, characterized by multiple tumors of the spine and brain. The *NF2* gene was discovered in 1993 by researchers from MGH and elsewhere. At that time it was apparent that the *NF2* gene was a tumor suppressor, but its exact function was unclear. The protein encoded by the *NF2* gene, given the name *merlin,* was found at the interface of the cell membrane with the cytoskeleton, a network of filaments that supports the cell.

The researchers, led by Andrea McClatchey, PhD, of the MGH Cancer Center, found that cells from mice lacking a normal *NF2* gene did not stop multiplying when they came into contact with other cells. Normal cells stopped growing when they filled the culture dish, but the *NF2*-deficient cells kept piling up on each other, suggesting they could not sense touching other cells. The *NF2*-deficient cells also lacked key cellular structures called adherens junctions, which play a role in cell-to-cell communications. Adding normal *merlin* protein to cultures of *NF2*-deficient cells restored both the formation of adherens junctions and contact-dependent growth inhibition. The report is in the May 1, 2003, issue of *Genes & Development.*

"Our study suggests that *merlin* normally organizes the structure that facilitates cell-to-cell communication," says McClatchey. "Loss of junction integrity has been linked to both tumor development and tumor invasion, providing an explanation for the striking development of metastatic cancer in *NF2*-mutant mice."

In humans, *NF2* mutations also have been associated with mesothelioma, a highly malignant type of lung cancer caused by asbestos exposure, and possibly with other forms of cancer. The current finding also supports a growing theory that, for some tumors, the capacity to metastasize is inherent from the original tumor-inducing mutation rather than being acquired as a tumor keeps developing. McClatchey's co-authors include first author Dominique Lallemand, PhD; Marcello Curto, MD, PhD; and Ichiko Saotome of the MGH Cancer Center.

Preparing for the future: MGH offers workforce development series

MGH Training and Workforce Development will host a series of career development workshops in May and June to inform employees about growing fields in health care. The workshops will highlight careers at the MGH, such as nursing, radiology, surgical technology and health information services. In addition, career counselors from the Boston Career Link will provide a complimentary set of workshops about career planning in early June.

The series is open to all MGH employees. Employees who are considering applying for the Support Service Employees Grant or who are interested in pursuing other career development options are strongly encouraged to attend these sessions.

For more information, send an e-mail to *Training@partners.org* or call (617) 726-2230.

A schedule of future sessions:

May 15

Location - Clinics Amphitheater

Health Information Services	3 pm
Surgical Technology	3:20 pm

May 16

Location - Clinics Amphitheater

Nursing	Noon
Pharmacy Technician	12:20 pm

May 21

Location - Clinics Amphitheater

Surgical Technology	Noon
Health Information Services	12:20 pm

May 21

Location - Walcott 2 and 3

Clinical Labs	3:30 pm
Radiology	3:50 pm

May 22

Location - Clinics Amphitheater

Nursing	Noon
Clinical Labs	12:20 pm

May 29

Location - Walcott 2 and 3

Health Information Services	Noon
Pharmacy	12:20 pm

May 29

Location - Clinics Amphitheater

Boston Career Link	3:30 pm

June 3

Location - Walcott 2

Boston Career Link	Noon
Nursing	3:30 pm
Surgical Technology	3:50 pm

June 5

Location - Clinics Amphitheater

Radiology	Noon
Clinical Labs	12:20 pm
Boston Career Link	3:30 pm

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MGH HOTLINE

WHAT'S HAPPENING

Clinical Information Systems Symposium
The MGH Clinical Advisory Group will host the first annual MGH Clinical Information Systems Symposium for physicians, nurses and health professionals May 12, from 9 am to 4:30 pm in Walcott 2 and 3. The symposium will feature exhibits and demonstrations, and experts will be available to answer questions. For more information, call (617) 724-9910.

National Women's Health Week
The Women's Health Coordinating Council (WHCC) will host a display table for National Women's Health Week May 14, from 9 am to 4 pm in the Main Corridor. Information about simple steps to enjoy a healthier life will be provided. The WHCC Patient/Clinician Education Committee will highlight ways to eat better, get moving, be smoke-free, get regular screening and exams. For more information, contact Mary Ellen Heike, RN, at (617) 724-8044.

CNRC accepting applications
The Clinical Nutrition Research Center at Harvard Medical School now is accepting applications for new pilot/feasibility projects and renewals of currently funded one-year projects. Candidates must submit applications by May 16 to W. Allan Walker, MD, Clinical Nutrition Research Center, 114 16th St., Charlestown, MA 02129, or contact Suzette McCarron at (617) 726-4166.

MGH Revere road race and health fair
The MGH Revere HealthCare Center will hold its annual road race May 17 at 8:30 am along Revere Beach. Registration will begin at 7:15 am for the 5-mile race. All proceeds will benefit the MGH Revere Teen Center. The center also will host a "fun run" for kids at 9:30 am, as well as a health fair with screenings, raffles and entertainment from 8:30 to 11:30 am. To register visit *www.coolrunning.com.* For more information, send e-mail to *bmmacintyre@partners.org.*

CNY blood drive
MGH employees working at CNY are invited to participate in a blood drive May 14, from 8:30 am to 2 pm. The MGH Bloodmobile will be located at CNY Building 149. For more information or to make an appointment to donate, call Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org.*

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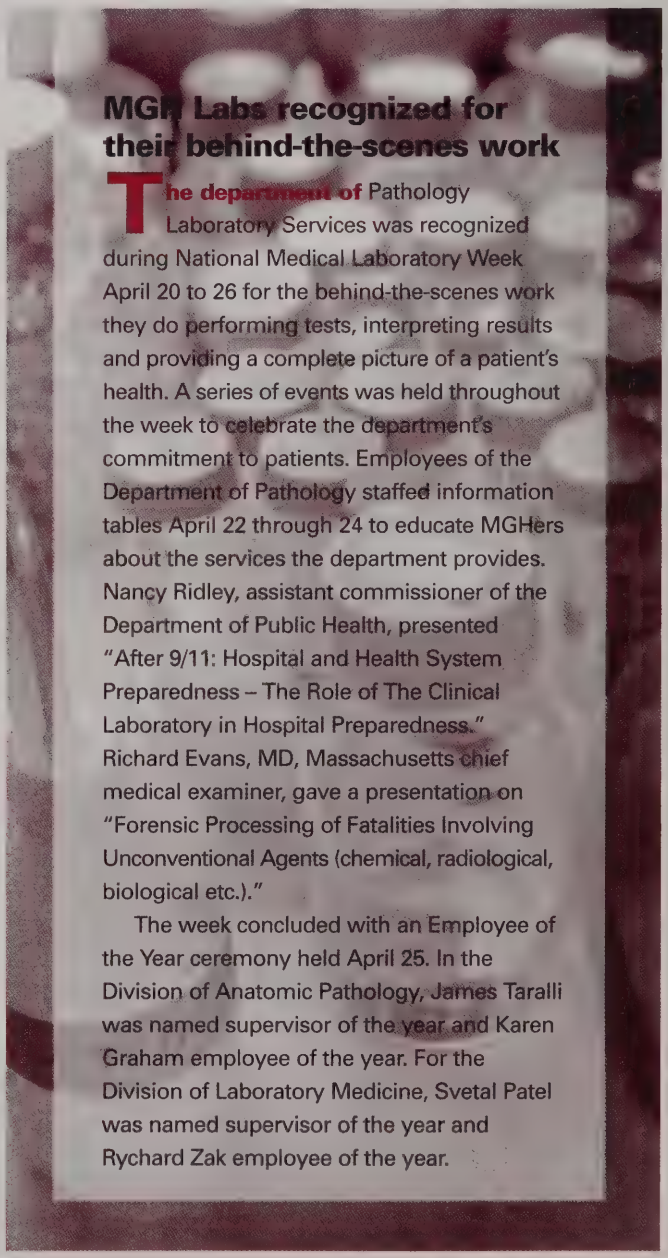

MGH Labs recognized for their behind-the-scenes work

The department of Pathology Laboratory Services was recognized during National Medical Laboratory Week April 20 to 26 for the behind-the-scenes work they do performing tests, interpreting results and providing a complete picture of a patient's health. A series of events was held throughout the week to celebrate the department's commitment to patients. Employees of the Department of Pathology staffed information tables April 22 through 24 to educate MGHers about the services the department provides. Nancy Ridley, assistant commissioner of the Department of Public Health, presented "After 9/11: Hospital and Health System Preparedness – The Role of The Clinical Laboratory in Hospital Preparedness." Richard Evans, MD, Massachusetts chief medical examiner, gave a presentation on "Forensic Processing of Fatalities Involving Unconventional Agents (chemical, radiological, biological etc.)."

The week concluded with an Employee of the Year ceremony held April 25. In the Division of Anatomic Pathology, James Taralli was named supervisor of the year and Karen Graham employee of the year. For the Division of Laboratory Medicine, Svetal Patel was named supervisor of the year and Rychard Zak employee of the year.

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MGH Hotline is published weekly by the MGH Public Affairs Office.

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May 16, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

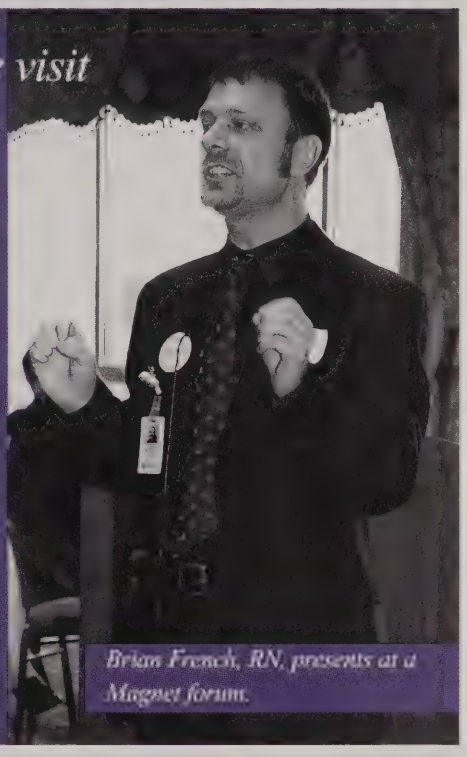
MGH awaits Magnet hospital recognition site visit

Members of the MGH community have been busy preparing for the upcoming three-day site visit to determine if the hospital should be awarded a Magnet hospital certification – one of the highest honors given to hospitals in recognition for their exceptional nursing services. From June 10 to 12, appraisers from the American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association, will evaluate the MGH for Magnet status based on 14 standards of nursing care and professional performance.

What is a Magnet-designated hospital? During a severe nursing shortage in the 1980s, research was conducted to determine characteristics of hospitals that were able to keep nurses despite the shortage. Because of their ability to attract and retain nurses, these organizations were called "Magnet" hospitals. This prestigious designation has evolved to recognize nursing services that affect high-quality clinical outcomes for patients.

More than 20 years of research shows that Magnet hospitals have lower patient mortality, fewer medical complications, improved patient and employee safety, higher patient and staff satisfaction scores and shorter hospitalization stays. Magnet status also provides consumers with information

(Continued on Page 2)



Brian French, RN, presents at a Magnet forum.

A celebration of fitness

The Clubs at Charles River Park – a full service health club adjacent to the MGH – recently marked its second anniversary of being affiliated with the hospital by showcasing the addition of 1,700 square feet of cardio fitness space.

The club's new state-of-the-art fitness space features specialized cardio exercise machines, which allow members to plug in a set of headphones into the machine, giving them the choice of four television stations or four satellite radio channels. The space also features new LifeFitness and Precor cardio equipment, including treadmills, lifecycles and elliptical cross trainers. Additional services include an outdoor pool, massage therapy and nutritional counseling.

Benefits eligible employees can sign up at the Clubs at the MGH membership rate of $38 per month. To sign up, an employee only needs to bring his or her MGH identification badge, which also will serve as the health club membership card.

For more information about the Clubs at Charles River Park, call (617) 726-2900. ●

From left, Peter L. Slavin, MD, president of the MGH, and Jeff Davis, senior vice president for MGH Human Resources, get a workout in the newly expanded cardio center.

MGH nurse honored

One of MGH's finest was honored May 7 at the BostonWorks "Salute to Nurses" celebration at the Seaport Hotel. The *Boston-Globe*-affiliated recruitment service provider recognized three Massachusetts nurses for their exemplary competency and compassion during a special breakfast celebration.

Marian (Mimi) Bartholomay, RN, of the MGH Hematology/Oncology Unit, was among the honorees for her exemplary work in nursing and her significant effect on her patients' lives. Considered an "angel" by many of her patients, Bartholomay has been a nurse in the Cancer Center for the past decade.

"I strongly believe that nursing is the backbone of the health care system," says Bartholomay. "Every nurse I work with deserves this recognition. It's an honor to be one of them."

Timothy Johnson, MD, ABC News medical editor, who also is seen locally on WCVB-TV Channel 5, was the keynote speaker.

Bartholomay, center, with her fellow honorees

— MGH awaits Magnet site visit

(Continued from Page 1)

to help determine where to seek care. For experienced nurses, Magnet recognition can be a guide to choosing an employer, and nursing schools now are informing students about the advantages of working at a Magnet hospital.

There currently are 69 Magnet hospitals nationwide – none in Massachusetts. Some of the characteristics that the appraisers look for in a potential Magnet hospital include a culture where concern for the patient is paramount; strong nursing and hospital leadership; autonomy for nurses; collaborative relationships among all members of the health care team; support for professional development; flexible and appropriate staffing; and ongoing interdisciplinary performance improvement initiatives.

During the site visit to the MGH, the appraisers will meet with senior hospital leadership, trustees, nurses, physicians and community leaders to hear different perspectives about nursing practice at the MGH. They also will attend various meetings and forums to learn more details about the quality of care provided. Nurses from nearly every patient care unit will have an opportunity to interact with the appraisers throughout the site visit.

Appraisers may stop and speak with any member of the MGH community to find out how their department works in collaboration with the nursing staff.

"This is an exciting opportunity to showcase the excellent care given at the MGH and the wonderful team that makes that care possible," says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse.

After conducting the site visit and reviewing written documentation, the appraisers will submit a report to the ANCC's Commission on the Magnet Recognition Program. The final decision will be made after the commission reviews the MGH report at its next meeting in early fall. ●

A safer ride for little ones

MassGeneral Hospital for Children teamed up with Jordan's Furniture, Kelly's Roast Beef, WCVB-TV Channel 5, and the Massachusetts State Police to host a free car seat safety check April 29 at Jordan's Furniture in Natick. Certified car seat safety technicians were onsite to assess car seats and to compare the child's weight and height measurements with the specifications of the car seat for a proper fit. With the help of eight MGH volunteers, 203 car seats were inspected during the two-and-a-half-hour event.

Chris Corsetti and his little one

MGH celebrates National Minority Cancer Awareness Week

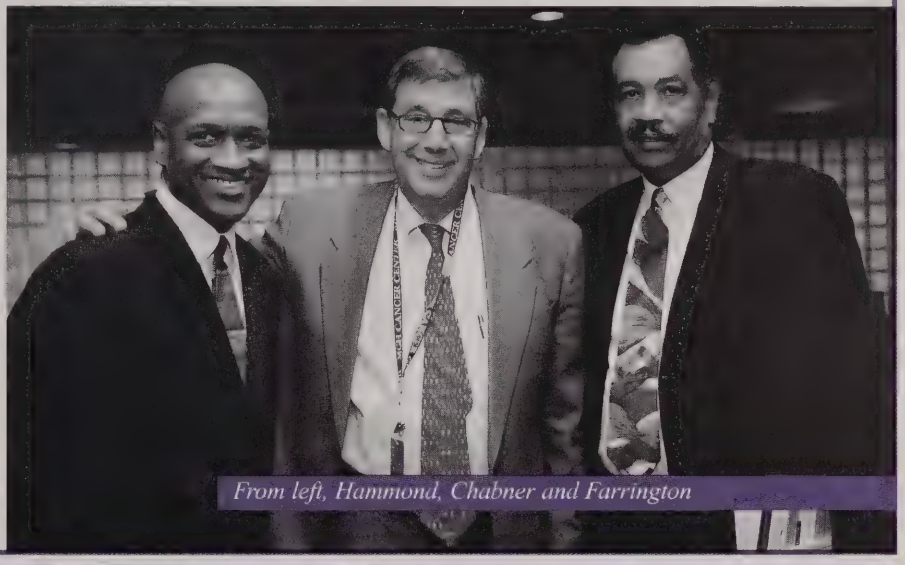
In recognition of National Minority Cancer Awareness Week April 21 through 27, the MGH Cancer Center and the Dana-Farber Cancer Institute sponsored an event for the MGH community "Making a Difference in Your Care: What You Need to Know About Cancer Prevention" April 24 in the O'Keeffe Auditorium.

Bruce Chabner, MD, clinical director of the Cancer Center; Elyse Park, PhD, clinical assistant in Psychology; and Chris Latham, MD, a hematology/oncology fellow, spoke about how members of the community can get the latest information about prevention, diagnosis and treatment of cancer; and about the racial disparities associated with cancer care and what the MGH is doing to address those disparities.

The second half of the program consisted of a panel of speakers that included Thomas Farrington, author of *Battling the Killer Within;* Courtneay Small, of MGH Clinical Pathology; and Hansella Robson, RN, MSN, of the Cancer Center. Farrington spoke of his challenges in navigating the health care system and finding the information he needed to make decisions about his own personal battle with cancer. He also spoke about his website, the Prostate Health Education Network (PHEN), and the work he currently is doing to educate the public about prostate cancer.

The goal of the event was to inform individuals about the many options in medical care, the significance of cancer prevention, the value of seeing a doctor once a year and the importance of knowing the proper questions to ask a doctor during an appointment.

The Cancer Center also sponsored "Caring for the Community," April 23 in the O'Keeffe Auditorium. Speakers included Rev. Ray Hammond, MD, of the Bethel African Methodist Episcopal Church in Boston, as well as Chabner and Farrington. A reception followed with a book signing by Farrington.



From left, Hammond, Chabner and Farrington

EBenefits – anytime, anyplace

Benefits information now is available to all MGHers 24 hours a day, seven days a week. The new online service, which began May 7, grants employees access to their benefits profile online through the new Employee Self Service feature in PeopleSoft, called eBenefits. Employees now are able to view or make changes to benefits information for life events such as marriage or birth and during annual open enrollment periods.

"This new option should provide a higher level of confidence for employees when they make changes to their profiles," says Paul Chaney, director of MGH Benefits. "They will be able to see the updates online in their benefits summary within a few days after the change is made. Once the changes are entered by the employee, they are automatically sent to the appropriate benefits vendor each week."

While the eBenefits component is new, most employees already are familiar with other aspects of PeopleSoft's Employee Self Service, which many employees use on a regular basis. These features include paycheck information, compensation history, W-4 tax information, health plans, direct deposit and other online employee information.

"The eBenefits service is live thanks to the efforts of the PeopleSoft Benefits Team, Information Systems and the Benefits Working Group," says Chaney. "These groups worked diligently to design, develop, test and communicate the new component for more than 30,000 participants. As with all PeopleSoft implementations, the commitment of some very dedicated people produced a quality product."

To access eBenefits, visit *http://intranet.partners.org/HR/eBenefits.asp.*

For more information about eBenefits, call (617) 726-8133.

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MGH HOTLINE

WHAT'S HAPPENING

Memorial service
A memorial service for Ricardo Diaz, the Buildings and Grounds employee who lost his life Feb. 18, will be held May 21 at 3 pm in the O'Keeffe Auditorium. Diaz's family and co-workers have been invited to attend, and the service is open to the MGH community as well. A reception at the Blossom Café lobby will follow the service.

MGH Revere road race and health fair
The MGH Revere HealthCare Center will host its annual road race May 17, at 8:30 am along Revere Beach. Registration will begin at 7:15 am for the 5-mile race. All proceeds will benefit the MGH Revere Teen Center. The center also will host a "fun run" for kids at 9:30 am, as well as a health fair with screenings, raffles and entertainment from 8:30 to 11:30 am. For more information, send e-mail to *bmmacintyre@partners.org.*

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "From Laboratory to Life: Research Advances in Aging" May 19, from 4 to 5 pm in the East Garden Dining Room. Kenneth Minaker, MD, chief of the MGH Geriatric Medicine Unit, will discuss research findings on longer life expectancy, genetic influences on aging and making appropriate personal health choices. For more information, call (617) 724-6756.

HIV symposium
The MGH Program in Nutritional Metabolism is sponsoring a symposium "Liver, Bone and Cardiovascular Consideration in HIV Lipodystrophy" May 19, from 8 am to 12:30 pm in the O'Keeffe Auditorium. This symposium will feature lectures and a panel discussion. Seating is limited. For more information or to make a reservation, call (617) 724-6926.

Zervas Lecture
The fourth annual Nicholas T. Zervas, MD, Lecture will be held May 20, at noon in the Ether Dome. E. Chester Ridgway, MD, professor of Medicine at the University of Colorado Health Sciences Center, will present "Proliferation of Pituitary Thyrotrope Cells." For more information, call (617) 726-3870.

Responsible Conduct of Research Program
Partners HealthCare will sponsor a Responsible Conduct of Research Program to be held May 21, from 5 to 9 pm in the Wellman Conference Room. Registration will start at 4 pm and a light dinner will be served. This program is designed to fulfill the NIH ethics training requirement for predoctoral and postdoctoral National Research Service Award trainees. For more information, send e-mail to *vmirabello@partners.org.*

Hispanic health services research conference
The MGH Institute for Health Policy and the MGH Multicultural Affairs Office will sponsor "Improving Health Outcomes and Reducing Health Disparities" May 23, from 8:30 am to 4:30 pm in the Bigelow Amphitheater. Health services researchers from around the country will present research that focuses on the Hispanic community and discuss approaches to addressing Hispanic health disparities. Registration is free but required for attendance. For more information or to register, call (617) 724-4613.

AMMP scholarship applications
The Association of Multicultural Members of Partners (AMMP) now is accepting applications for its annual scholarship program. Current employees of the MGH, Partners and Spaulding Rehabilitation Hospital are eligible to compete for awards of up to $1,000 each for the fall 2003 and spring 2004 semesters. The application deadline is Aug. 15. For more information or to receive an application, send e-mail to *mwills@partners.org.*

Support Service Employee Grant Program

The Support Service Employee Grant Program now is accepting applications from MGH support service employees who are seeking to improve their skills and advance their careers. The program is available to all nonexempt, benefits-eligible employees who have worked at the MGH for at least two years and are in good performance standing. Applications are available at the Training and Workforce Development Office at 185 Charles River Plaza and at the following Human Resources locations: White 14, 75 Blossom Court and CNY. The deadline is June 13 for financial assistance for the fall 2003 and spring 2004 semesters. All who consider applying are encouraged to attend a series of career development workshops in May and June. For more information, contact Helen Witherspoon at (617) 726-2230 or send e-mail to *hwitherspoon@partners.org.* Information about the grant program and the career development series can be found at *http://is.partners.org/hr/affiliates/mgh.*

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.
www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

May 23, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers go above and beyond for a good cause

MGHers from several departments recently dedicated their weekend to volunteering their expertise and compassion for a good cause at the Avon Walk for Breast Cancer May 3 and 4.

A group of MGH volunteers pose for a photo at the Avon walk.

These valiant volunteers were from MGH Emergency Services, the MGH Cancer Center and other departments throughout the hospital. In addition, assistance from the MGH Pharmacy, Biomedical Engineering and Materials Management was key to providing the necessary equipment and materials for the event.

The MGH Cancer Center, which was the medical sponsor for the two-day event, provided medical support to the walkers by treating blisters, joint pain and dehydration and making sure the medical stations were properly stocked with supplies.

Leslie Milne, MD, of MGH Emergency Services, served as the medical director and helped treat more than 800 participants in the walk. "The MGH community, particularly Emergency Department nurses and Cancer Center volunteers, rallied around this cause and delivered excellent care," says Milne. "The staff was resourceful and creative in finding ways to treat patients under circumstances that may have been outside their normal work arena."

Ruth Stokes, also of MGH Emergency Services, provided administrative leadership for the medical team as she had done in previous years.

"The hospital should be very proud of the many staff who worked tirelessly at this very important event," says Bruce Chabner, MD, clinical director of the Cancer Center. "Dr. Milne and her medical crew were outstanding, and we cannot thank them enough for representing the institution so well."

ADVANCES

MGH study finds acetaminophen as effective as ibuprofen for high-altitude headache

In a study conducted near the Mt. Everest base camp in Nepal, an MGH resident and his colleagues have found that acetaminophen is as effective as ibuprofen in treating high-altitude headaches. Because it has fewer side effects than medications like ibuprofen, acetaminophen may be the best choice for those who experience headaches when they travel to high altitudes. The report appears in the May *Journal of Emergency Medicine.*

"If you have two equally effective drugs for a condition, it makes sense to use the one with the fewest probable side effects," says study leader N. Stuart Harris, MD, who currently is completing his emergency medicine residency in the MGH/BWH combined program. Harris spent three months in Nepal in the spring of 1999, investigating whether acetaminophen might be as effective as ibuprofen, which previous research had shown was useful for high-altitude headaches.

A severe, throbbing headache is the primary symptom of acute mountain sickness, which also can include nausea, sleeplessness, loss of appetite and fatigue. Caused by reduced levels of oxygen, mountain sickness can lead to serious, even fatal complications characterized by edema – a buildup of fluid – in the lungs or brain. The researchers, including Stephen Thomas, MD, of MGH Emergency Medicine, wanted to investigate acetaminophen's potential role in treating high-altitude headaches because the medication does not cause gastrointestinal problems, which

(Continued on Page 2)

Harris, left, in Nepal

— MGH study about high-altitude headache

(Continued from Page 1)

ibuprofen and other nonsteroidal anti-inflammatory drugs (NSAIDS) sometimes can. A previous study also showed that patients with high-altitude pulmonary edema were more likely to have taken NSAIDS.

Harris surveyed hikers arriving at a Nepal camp a day's hike below the established Everest base camp. He enrolled 74 hikers with symptoms of high-altitude headaches. Participants received identical capsules containing either acetaminophen or ibuprofen and subsequently completed a survey for headache symptoms and severity. Both groups reported similar levels of pain relief during the two-hour study period. Although none of the participants reported symptoms of edema, Harris notes that animal studies also suggest a way that NSAIDS could contribute to that dangerous condition in the lungs, further suggesting that acetaminophen may be the safest choice. ●

MGH Board of Trustees recognizes hospital staff after nightclub tragedy

While time has passed and news reports have waned since the Rhode Island nightclub fire that brought some of the most severely burned patients to the MGH, members of the hospital's Board of Trustees wanted to recognize the outstanding work of hospital staff who care for those patients and their families. At the March 21 board meeting, the following resolution was passed by the board to acknowledge MGHers who displayed exceptional teamwork in the face of such tragedy.

Whereas the Rhode Island nightclub fire of February 20, 2003 was a particularly horrendous event, leaving many victims, several of the most critically injured of whom were brought to the Massachusetts General Hospital; and

Whereas the Massachusetts General Hospital staff responded to this crisis with extraordinary professionalism, technical and clinical skill, compassion, emotional strength, hard work, and courage;

Whereas the response and the care given by the Massachusetts General Hospital staff to these patients and their families demonstrated the character of this hospital and the quality of those who carry out its mission not only in times of crisis but also on a daily basis;

Now, therefore, be it resolved that the Trustees of the Massachusetts General Hospital and the General Hospital Corporation, on behalf of the entire hospital community, express their deepest and most sincere appreciation to the staff of the General Hospital who cared for the Rhode Island victims and their families and recognize with pride their extraordinary skill and commitment in providing the excellence of care for which the hospital is known.

Hospital leaders discuss patient safety topics

Commonly called "disclosure of adverse events," the practice of telling patients about medical errors or unexpected changes in their care has long been an ethical obligation of the health care community. There has been much debate recently, however, about the approach and timing of disclosure, making the subject a timely one.

A group of more than 100 hospital leaders gathered April 30 to discuss disclosure of adverse events and other important issues related to patient safety at a retreat hosted by the Office of Quality and Safety (OQS) and Voluntary Hospitals of America (VHA), a nationwide network of community-owned health care systems. The half-day retreat was the second of its kind for the hospital.

"Disclosure is a central part of an organization's approach to patient safety, and it should be a part of its culture," said Torchiana. "We should learn from lapses in patient safety instead of being afraid of them. Approaching patient disclosure correctly is an art, and this retreat is an introduction to this art."

Guest speakers included hospital leaders such as Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse; David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization; Brit Nicholson, MD, chief medical officer for the MGH; and Joan Fitzmaurice, RN, PhD, co-director of the OQS. Other guests included William McMillan, MD, vice president of Clinical Affairs for VHA Northeast; John Reardon, JD, a malpractice lawyer for Hassan & Reardon; Stephen McPhee, MD, professor of Medicine at the University of California at San Francisco; and Geraldine Amori, PhD, a risk management consultant from Health Care Negotiation Associates.

For more information about patient safety at the MGH, call the OQS at (617) 726-9282.

Countdown to Magnet site visit

In a few weeks, appraisers from the American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association, will conduct a three-day site visit to the MGH June 10 to 12. The visitors will determine whether to see first-hand why the hospital should be awarded the ANCC's highest nursing honor – Magnet hospital recognition.

Hospitals are deemed "Magnet" because they demonstrate the qualities and abilities required to recruit and retain nurses based on 14 standards established by the ANCC, the nation's largest and foremost nursing accreditation and credentialing organization.

Magnet certification recognizes and rewards health care organizations that provide outstanding care and demonstrate a commitment to quality and safety. This designation positions an organization nationally and locally – only a select few hospitals achieve this recognition. It also allows organizations to market themselves to patients and prospective staff as organizations that provide high-quality care.

Hospitals seeking Magnet recognition submit written evidence supporting their application and undergo a site visit to determine if they meet the standards of care and professional performance.

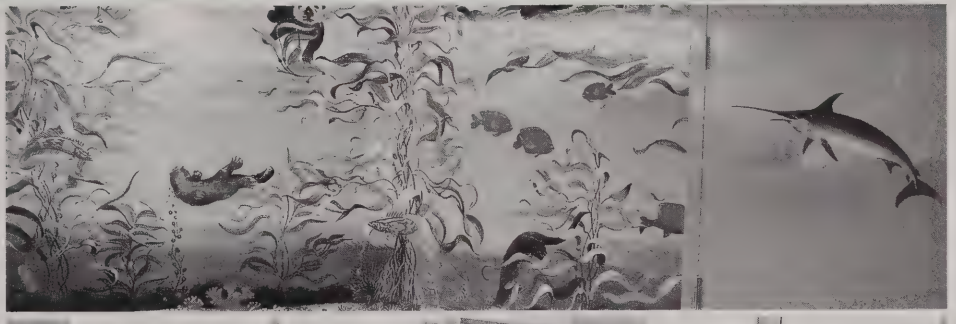
Listed to the right are the key characteristics of a Magnet hospital that the appraisers will be evaluating. Some of these characteristics are nursing specific and others are applicable to the greater hospital community.

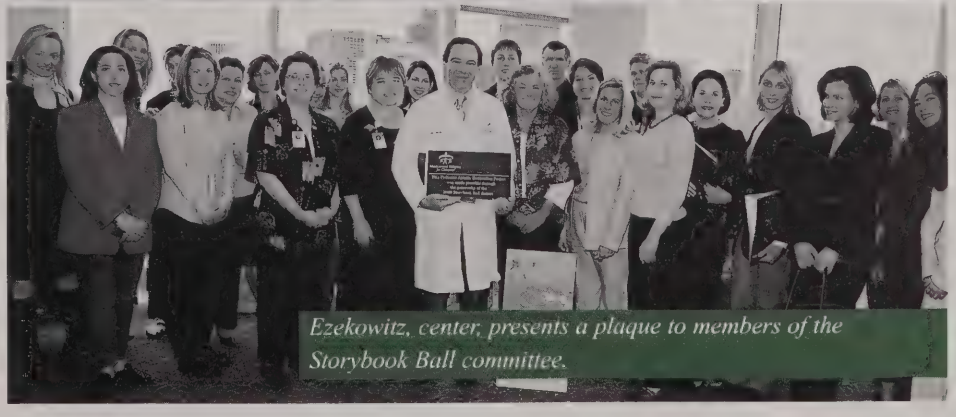
- Interdisciplinary relationships are key, and there is a sense of mutual respect among all disciplines.
- Professional practice models give nurses responsibility and authority for the care they provide.
- Quality of care is an organizational priority.
- Performance improvement is ongoing, and nurses are involved.
- Quality nursing leadership exists and serves as a strong, knowledgeable advocate for staff.
- An organizational structure is decentralized, with strong representation from nurses.
- Management style invites participation and feedback.
- Personnel policies and programs are supportive, flexible and competitive.
- Expert consultation and resources are available to support caregivers.
- Nurses have autonomy, which allows them to use independent professional judgment.
- The hospital and community it serves work together to improve health care.
- Nurses function as teachers for patients, the public and one another.
- Nursing is held in high regard by other members of the health care tea
- Professional development is emphasized and supported.

Under the sea

Surrounded by whales, fish and dolphins, Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics for MassGeneral Hospital for Children, unveiled recently finished murals that are part of the Pediatric Artistic Renovation Project May 13. The murals portray life under the sea, decorating all of Ellison 17 with underwater images.

Painted by local artist Linda Carnegie, the murals were funded by proceeds from the 2000 Storybook Ball, an annual fundraiser for MassGeneral Hospital for Children. Ezekowitz then presented to the Storybook Ball Committee a plaque, which acknowledges the work they did for this project. Following the presentation, Ezekowitz led the committee on a tour of Ellison 17 and visited with several pediatric patients.





Ezekowitz, center, presents a plaque to members of the Storybook Ball committee.

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MGH HOTLINE

WHAT'S HAPPENING

Reception for women faculty
The MGH Office for Women's Careers will host its sixth annual reception for women faculty May 29, from 4 to 5:30 pm in the Wellman Conference Room. For more information, contact Rebecca Starr at (617) 724-3693.

Women's health night
The MGH community health centers will host the third annual women's health night "Celebrating Women: Living a Vibrant, Healthy Life" May 29, from 5 to 8 pm at CNY, Building 149. Mallika Marshall, MD, WBZ-TV, Channel 4 medical consultant, MGH physician and keynote speaker, along with other women's health experts, will present various topics from exercise and nutrition to diabetes and menopause. Admission is free, and parking is available. For more information, visit *www.massgeneral.org/cha/cha_womens.htm* or call (781) 485-6400.

Genetics and clinical research presentation
Partners Research Administration and the Clinical Research Program are sponsoring "Genetics in Clinical Research: Points to Consider" May 29, from 4 to 5 pm in the O'Keeffe Auditorium. Topics will include genetic testing and research, return of research results, consent of family members and DNA and tissue banking. The lecture qualifies for AMA category 1 and risk management credits. For more information or to register, visit *www.crnet.mgh.harvard.edu* or call (617) 726-1669.

Ascension Thursday mass
In observance of the Roman Catholic Holy Day of Obligation, May 29, there will be two masses held at 10 am and 4 pm in the MGH Chapel on Ellison 1. For more information, call the MGH Chaplaincy Office at (617) 726-2220.

Support group for families
An ongoing support group for family members of patients at the MGH will meet the first and third Tuesday of each month from 2:30 to 3:30 pm in the White 7 Conference Room. For more information, contact Shelley Hartnett at (617) 726-7680 or Shoshana Savitz at (617) 726-2628.

Reference guide to Outlook 2000
Partners Information Systems Training is offering the "Reference Guide to Microsoft Outlook 2000" to employees upon request. Multiple copies also are available for distribution to departmental staff. To request a copy, send e-mail to Christina Dea at *cdea@partners.org*. Classroom training also is available. For schedules and registration forms, visit *http://is.partners.org/training*.

AMMP scholarship applications
The Association of Multicultural Members of Partners (AMMP) now is accepting applications for its annual scholarship program. Current employees of the MGH, Partners and Spaulding Rehabilitation Hospital are eligible to compete for awards of up to $1,000 each for the fall 2003 and spring 2004 semesters. The deadline is Aug. 15. Scholarship recipients will be announced Sept. 1 and recognized at the AMMP Scholarship and Recognition Luncheon Sept. 18. For more information, send e-mail to *mwills@partners.org*.

Cancelation of children's events
The MGH Children's Health Fair and MGH Take Our Children to Work Day activities that were scheduled for May 30 have been cancelled. Both events are expected to take place at their regularly scheduled times next year.

MGH Reading Disabilities Unit celebrates

Alumni from the MGH Reading Disabilities Unit gathered May 1 at in the Wellman Conference Room for the unit's annual alumni dinner. Special guests from the Massachusetts Department of Education made a presentation about the Reading First Program, which is a part of President George W. Bush's "No Child Left Behind" Act.

Below, from left, Joan Quinlan, director of MGH Community Benefits; Phyllis Meisel, director of the MGH Reading Disabilities Unit; Barbara Gardner, former House Majority Whip and current associate commissioner of School Readiness for the Department of Education; Dot Earle and Cheryl Liebling, PhD, also from the Department of Education; and Eileen Faggiano, MEd, of the MGH Reading Disabilities Unit.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

May 30, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Remembering a beloved employee: Ricardo Diaz

Although several months have passed since the tragic death of MGH employee Ricardo Diaz, 39, deep emotions and heartfelt sadness still linger among MGHers who knew him well. Those employees – along with Diaz's family, friends, supervisors and MGH administrators – were able to express their feelings during a memorial service to honor and celebrate the life of Diaz held May 21.

"Ricardo's death was an incredibly difficult and painful tragedy for so many," Peter L. Slavin, MD, president of the MGH, told the standing-room-only crowd in the O'Keeffe Auditorium. "His life, though cut short, was rich with purpose and meaning. Ricardo touched a lot of people who will remember him always. And he touched a hospital that will forever be grateful."

Diaz, who worked in Buildings and Grounds, died Feb. 18 while plowing snow from the sidewalks around the hospital during the blizzard to make the paths clear and safe for patients, visitors and employees. He had volunteered to come in on his day off. This kind of dedication and loyalty was remembered by colleagues who spoke at the service.

Diaz

"Ricardo had the dedication, responsibility and tremendous work ethic that you look for and appreciate in an outstanding employee," said Greg Doyle, director of Buildings and Grounds. "And he had the compassion, gentle nature and thoughtfulness of a kind and caring friend. It's very rare to find this combination of qualities in one person. You just wish you could put them in a can and hand them out to everyone."

Diaz began his 12-year career at the MGH in Environmental Services, where he started as a housekeeper and was promoted twice before transferring

(Continued on Page 2)

Haber selected as new director of MGH Cancer Center

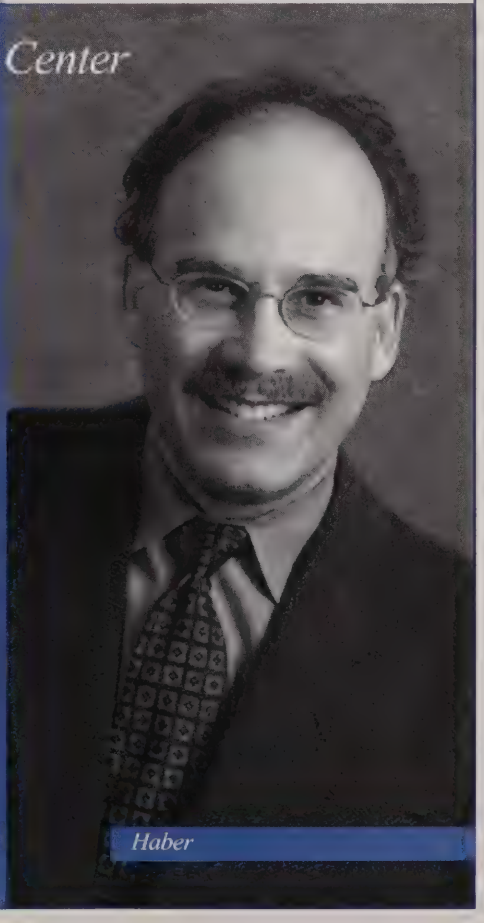
After an extensive search, Daniel Haber, MD, PhD, has been selected as the new director of the Massachusetts General Hospital Cancer Center, succeeding Kurt Isselbacher, MD, who held the position since 1986.

Haber, who is internationally recognized for his research in the genetics of cancer, served as associate chief for Research in the MGH Hematology Oncology Unit. He will continue to serve as chair of the Cancer Genetics Program for the Dana-Farber/Harvard Cancer Center, and as director of the MGH Center for Cancer Risk Analysis.

He earned his medical degree in 1983 at Stanford University and subsequently completed his internship and residency at the MGH, followed by a clinical fellowship in medical oncology at Dana-Farber Cancer Institute. He came back to the MGH in 1991 when he established his research lab to study the genetics of Wilms tumors – a type of kidney cancer – and breast cancer.

During his career, Haber has received numerous awards and serves on the editorial boards for the publications *Cell* and *Cancer Cell*. He also serves as the genetics editor for the *New England Journal of Medicine*. Recently, Haber was awarded a Doris Duke Distinguished Clinical Investigator Award and was elected to the American Association of Physicians.

In early April, two other leadership positions for the Cancer Center were determined by Peter L. Slavin, MD, president of the MGH. Dan Ginsburg, president and chief operating officer of the Massachusetts General Physicians Organization, was named vice president for the Cancer Center, and Jean Elrick, MD, senior vice president for Administration, was given administrative responsibility for the Department of Radiation Oncology.



Haber

Four MGHers recognized at Nursing Spectrum gala

Four of the MGH's best and brightest were recognized May 19 at this year's New England Nursing Spectrum Nurse of the Year Gala. Nursing Spectrum is a nurse-led communications company that publishes a biweekly magazine and produces a website that celebrate the nursing profession.

Every year, the organization sponsors this event to identify nurses from across New England who exemplify the true spirit of nursing and the outstanding jobs they do every day. The four MGH nurses who were among the nominees are: Joanne Empoliti, RN, MSN, clinical nurse specialist on White 6 and Phillips 22; Mark Hammerschmidt, RN, BSN, staff nurse in the MGH Medical Intensive Care Unit; Sally Millar, RN, director of MGH Patient Advocacy; and Keith Perleberg, RN, nurse manager on Phillips 20 and 21.

"These nurses represent the excellent practice of thousands of MGH nurses who make a difference every day in the lives of our patients and their families," says Jeannette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse.

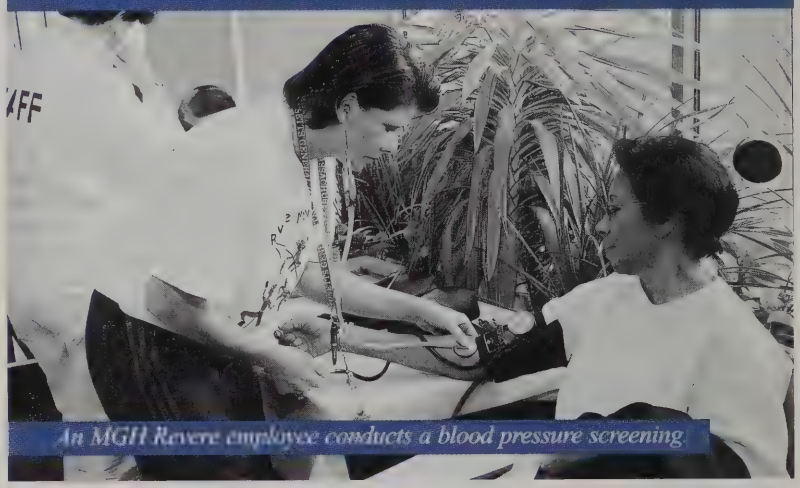
From left, Empoliti, with Gov. Mitt Romney; Millar and Perleberg.

Race through Revere for good health

Despite the unseasonably cold weather, 73 runners gathered May 17 at Revere Beach for the annual "Revere Moves" 5-mile road race and health fair sponsored by the MGH Revere HealthCare Center. Franklin Sanchez was the winner of the race with a time of 25 minutes and 25 seconds. A one-mile fun run also was held for children ages 2 to 13.

The health fair, held at MGH Revere, included information about various safety and health topics, as well as cholesterol and blood sugar screenings, blood pressure readings and helmet safety checks for children.

Proceeds from the event will benefit Youth Zone, a teen center at MGH Revere.



An MGH Revere employee conducts a blood pressure screening.

— Diaz memorial

(Continued from Page 1)

to Buildings and Grounds, where he worked as an auto mechanic. According to Bill Banchiere, director of Environmental Services and a close friend, Diaz – who was a native of El Salvador – was a mentor and resource for other Hispanic employees at the MGH.

"He brought people together. He showed that through hard work and education, people at any level of this hospital can move up," said Banchiere, who delivered his remarks in Spanish. "He set an example for so many of us. He inspired and coached people to work hard, seize opportunities and succeed. He enriched the lives of the people he touched. On behalf of all of your friends at the MGH, thank you, Ricardo. We miss you so much."

Those sentiments were echoed by other colleagues who spoke at the service, such as John Mazurkiewicz of the MGH Metal Shop, and Melvin Caban of Environmental Services.

In addition, Jean Elrick, MD, senior vice president for MGH Administration, announced the establishment of the Ricardo Diaz Award, which will be an annual honor given to an employee who demonstrates the same qualities that Diaz had displayed. The monetary award also will include a plaque with the winner's name to be displayed in the Ellison 1 corridor. ●

Milestone reached for Institute of Health Professions graduates

The MGH Institute of Health Professions welcomed 75 new graduates with masters of science in nursing degrees to the nursing profession at the Institute's May 10 commencement ceremony, held on the quadrangle of Harvard Medical School.

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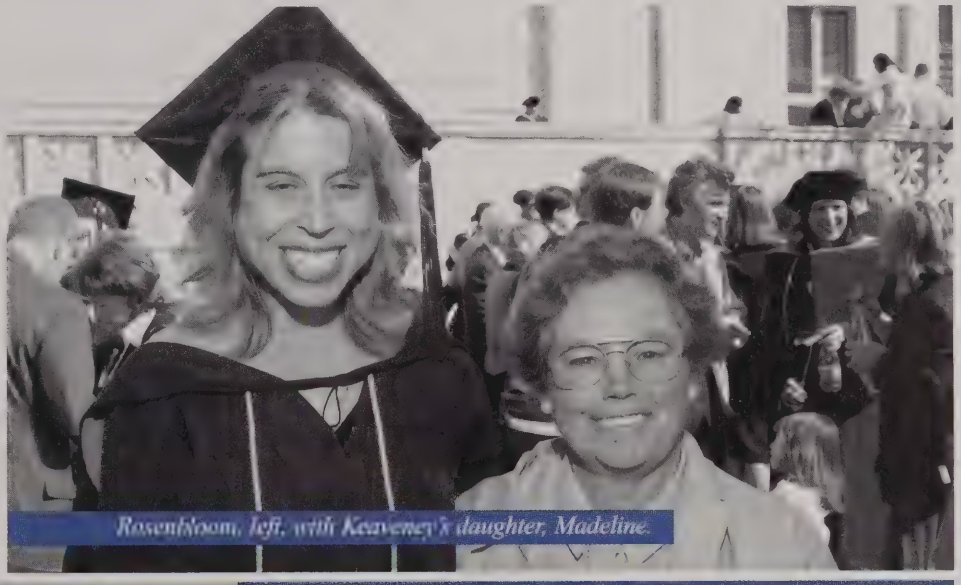
To learn more about the Institute's entry-level and post-professional programs in nursing, physical therapy, speech-language pathology and clinical investigation, visit *www.mghihp.edu.*



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Olivia, age 6, with artist-in-residence for MassGeneral Hospital for Children, Joan Drescher.

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MGH HOTLINE

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by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

May 30, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Remembering a beloved employee: Ricardo Diaz

Although several months have passed since the tragic death of MGH employee Ricardo Diaz, 39, deep emotions and heartfelt sadness still linger among MGHers who knew him well. Those employees – along with Diaz's family, friends, supervisors and MGH administrators – were able to express their feelings during a memorial service to honor and celebrate the life of Diaz held May 21.

"Ricardo's death was an incredibly difficult and painful tragedy for so many," Peter L. Slavin, MD, president of the MGH, told the standing-room-only crowd in the O'Keeffe Auditorium. "His life, though cut short, was rich with purpose and meaning. Ricardo touched a lot of people who will remember him always. And he touched a hospital that will forever be grateful."

Diaz, who worked in Buildings and Grounds, died Feb. 18 while plowing snow from the sidewalks around the hospital during the blizzard to make the paths clear and safe for patients, visitors and employees. He had volunteered to come in on his day off. This kind of dedication and loyalty was remembered by colleagues who spoke at the service.

Diaz

"Ricardo had the dedication, responsibility and tremendous work ethic that you look for and appreciate in an outstanding employee," said Greg Doyle, director of Buildings and Grounds. "And he had the compassion, gentle nature and thoughtfulness of a kind and caring friend. It's very rare to find this combination of qualities in one person. You just wish you could put them in a can and hand them out to everyone."

Diaz began his 12-year career at the MGH in Environmental Services, where he started as a housekeeper and was promoted twice before transferring

(Continued on Page 2)

Haber selected as new director of MGH Cancer Center

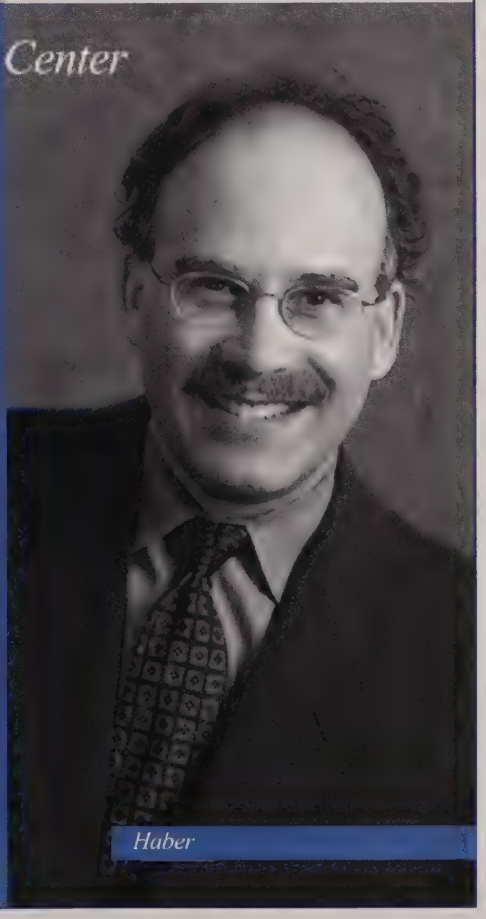
After an extensive search, Daniel Haber, MD, PhD, has been selected as the new director of the Massachusetts General Hospital Cancer Center, succeeding Kurt Isselbacher, MD, who held the position since 1986.

Haber, who is internationally recognized for his research in the genetics of cancer, served as associate chief for Research in the MGH Hematology Oncology Unit. He will continue to serve as chair of the Cancer Genetics Program for the Dana-Farber/Harvard Cancer Center, and as director of the MGH Center for Cancer Risk Analysis.

He earned his medical degree in 1983 at Stanford University and subsequently completed his internship and residency at the MGH, followed by a clinical fellowship in medical oncology at Dana-Farber Cancer Institute. He came back to the MGH in 1991 when he established his research lab to study the genetics of Wilms tumors – a type of kidney cancer – and breast cancer.

During his career, Haber has received numerous awards and serves on the editorial boards for the publications *Cell* and *Cancer Cell*. He also serves as the genetics editor for the *New England Journal of Medicine*. Recently, Haber was awarded a Doris Duke Distinguished Clinical Investigator Award and was elected to the American Association of Physicians.

In early April, two other leadership positions for the Cancer Center were determined by Peter L. Slavin, MD, president of the MGH. Dan Ginsburg, president and chief operating officer of the Massachusetts General Physicians Organization, was named vice president for the Cancer Center, and Jean Elrick, MD, senior vice president for Administration, was given administrative responsibility for the Department of Radiation Oncology.



Haber

Four MGHers recognized at Nursing Spectrum gala

Four of the MGH's best and brightest were recognized May 19 at this year's New England Nursing Spectrum Nurse of the Year Gala. Nursing Spectrum is a nurse-led communications company that publishes a biweekly magazine and produces a website that celebrate the nursing profession.

Every year, the organization sponsors this event to identify nurses from across New England who exemplify the true spirit of nursing and the outstanding jobs they do every day. The four MGH nurses who were among the nominees are: Joanne Empoliti, RN, MSN, clinical nurse specialist on White 6 and Phillips 22; Mark Hammerschmidt, RN, BSN, staff nurse in the MGH Medical Intensive Care Unit; Sally Millar, RN, director of MGH Patient Advocacy; and Keith Perleberg, RN, nurse manager on Phillips 20 and 21.

"These nurses represent the excellent practice of thousands of MGH nurses who make a difference every day in the lives of our patients and their families," says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse.

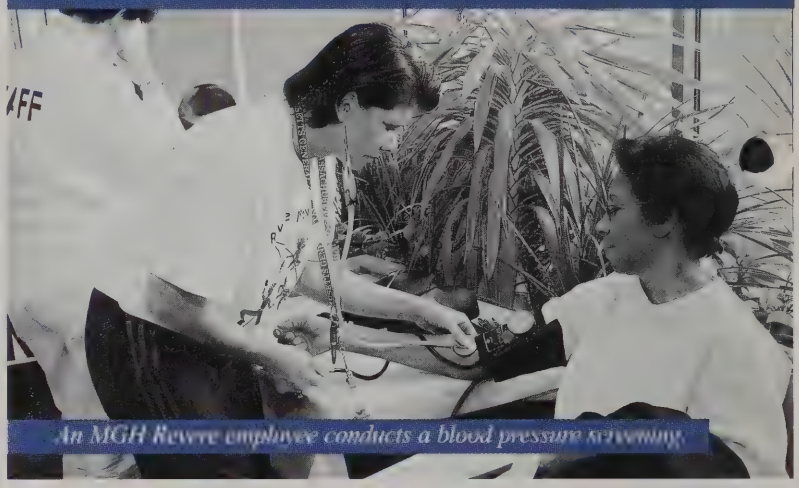
From left, Empoliti, with Gov. Mitt Romney, Millar and Perleberg.

Race through Revere for good health

Despite the unseasonably cold weather, 73 runners gathered May 17 at Revere Beach for the annual "Revere Moves" 5-mile road race and health fair sponsored by the MGH Revere HealthCare Center. Franklin Sanchez was the winner of the race with a time of 25 minutes and 25 seconds. A one-mile fun run also was held for children ages 2 to 13.

The health fair, held at MGH Revere, included information about various safety and health topics, as well as cholesterol and blood sugar screenings, blood pressure readings and helmet safety checks for children.

Proceeds from the event will benefit Youth Zone, a teen center at MGH Revere.



An MGH Revere employee conducts a blood pressure screening.

— Diaz memorial

(Continued from Page 1)

to Buildings and Grounds, where he worked as an auto mechanic. According to Bill Banchiere, director of Environmental Services and a close friend, Diaz – who was a native of El Salvador – was a mentor and resource for other Hispanic employees at the MGH.

"He brought people together. He showed that through hard work and education, people at any level of this hospital can move up," said Banchiere, who delivered his remarks in Spanish. "He set an example for so many of us. He inspired and coached people to work hard, seize opportunities and succeed. He enriched the lives of the people he touched. On behalf of all of your friends at the MGH, thank you, Ricardo. We miss you so much."

Those sentiments were echoed by other colleagues who spoke at the service, such as John Mazurkiewicz of the MGH Metal Shop, and Melvin Caban of Environmental Services.

In addition, Jean Elrick, MD, senior vice president for MGH Administration, announced the establishment of the Ricardo Diaz Award, which will be an annual honor given to an employee who demonstrates the same qualities that Diaz had displayed. The monetary award also will include a plaque with the winner's name to be displayed in the Ellison 1 corridor. ●

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(617) 726-2206

June 6, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners and MGH leaders update hospital community

As he completes his first five months as president and CEO of Partners HealthCare, James J. Mongan, MD, has been visiting Partners hospitals to offer leaders and staff his views about the value of the system, health care costs and quality and safety initiatives.

In an update to MGH leadership June 4, Mongan said that with 33,000 employees, Partners is the largest private employer in Massachusetts, providing care for 21 percent of Eastern Massachusetts residents. With a budget of $4.5 billion, 40 percent of the patient care revenue comes from government sources such as Medicare and Medicaid, and 60 percent comes from private payors. Because of the size, scope and structure of Partners, the system has been able to provide quality care across a wide range of settings while offering access to this care for the area's low-income residents.

According to Mongan, Partners has enhanced patient safety throughout the organization through implementation of computerized order-entry systems. In addition, patient care in some Partners institutions has shifted from higher-cost to lower-cost settings, and cost per case has been reduced by shortening the length of stay and consolidating purchasing power. In addition, Partners has helped stabilize several financially vulnerable community hospitals, such as Newton-Wellesley and Faulkner Hospitals.

Mongan noted that rising health care costs continue to be the biggest challenge Partners institutions face. He emphasized, however, that while health care costs are rising, the MGH and BWH have lower than average costs compared with other urban teaching hospitals of similar size. Partners can help control costs by continuing to focus on activities such as reducing length of stay and better managing FTEs, supply costs and space utilization costs.

He stated that the public is looking for a value proposition in health care and that Partners must enhance its focus on providing effective and efficient care of optimal quality. "It has been our history to provide high-quality care, and it must be our future – it

(Continued on Page 2)

You're invited!

Peter L. Slavin, MD, president of the MGH, invites all MGH employees, staff and volunteers to

Dr. Slavin's Summer Picnic and Kresge Challenge Celebration

Thursday, June 12, 2003

For day shift MGHers, on Thursday, June 12th:

A complimentary picnic-style lunch will be served 11:30 am to 2 pm under the Bulfinch Patio tent, rain or shine.

11:30 am to 2 pm • Dr. Slavin's Summer Picnic • The Fun Company - Carnival Games • • Volume Steel II Drum Band •

12:30 to 1 pm • Kresge Challenge Celebration • Kresge recognition and plaque unveiling • Employees will be able to make a donation at the event.

For evening and night shift MGHers,

Refreshments will be served 10 pm to midnight in the lobby near Coffee Central.

The Fun Company will provide some games as well!

OWC reception honors women faculty

Maintaining the tradition of celebrating and honoring women faculty at the MGH, the MGH Office for Women's Careers (OWC) – a hospitalwide resource for women physicians and scientists with Harvard Medical School appointments – hosted its sixth annual reception May 29. The event recognizes women faculty who have made significant career accomplishments throughout the year.

"The OWC strongly believes in paying tribute to the incredible achievements of our women faculty," says Rebecca Starr, program manager for the OWC. "Although there still are impediments to the advancement in women's careers, it is crucial not only to focus on creating solutions to these hurdles but also to make women's accomplishments more visible."

In addition to helping increase the number of women faculty promoted based on academic criteria, the OWC also strives to facilitate the overall career accomplishments of MGH women faculty.

Starr, middle with reception guests

— Partners and MGH leaders update hospital community

(Continued from Page 1)

differentiates us," he said. "Practicing within an integrated health care system gives us the opportunity to focus on care of a population of patients over time, to improve the quality and cost effectiveness of care through investing in resources so that we can become national leaders in this area."

Mongan closed by describing some systemwide quality initiatives that soon will be underway such as expanding disease management programs, improving patient safety by reducing medication errors and enhancing quality by investing in utilization infrastructure. More information about these initiatives will be published in a future issue of *Hotline.*

Allison Rimm, vice president for MGH External Affairs, gave a report on the comprehensive strategic planning efforts of the MGH and the Massachusetts General Physicians Organization (MGPO) to help position the organizations for success in the face of the challenges they face. These challenges include growth in the context of capacity constraints, significant financial pressures, the downturn in the economy, federal and state budgets causing serious downward revenue pressure, and aggressive efforts by competitors to focus on high-margin service mix.

Slavin

The focus of the planning efforts will be developing strategies to achieve margin targets while meeting patient demands, maintaining and enhancing clinical excellence and improving quality and patient safety.

Phase one of the planning has been completed, which included a thorough assessment of the current and projected fiscal, market, growth and capacity conditions of which the hospital and the MGPO operate. A recent retreat was convened with senior clinical and administrative leaders to lay the groundwork for the next phase, which will address some of the larger strategic challenges. Task forces are being formed to focus on certain areas and develop specific recommendations.

Brit Nicholson, MD, chief medical officer for the MGH and one of the co-chairs of the Quality and Patient Safety work group, gave a brief update on the progress in this particular area, which included development of a mission statement, a proposed vision of quality and safety for the hospital, and the development of five-year goals.

Some of the issues that are expected to be addressed in phase-two planning include margin improvement, expense management, new business opportunities, capacity management, operational improvements, clinical innovation, community-based growth and workforce issues. More information about the progress of the strategic planning efforts will be reported in upcoming issues of *Hotline.*

Peter L. Slavin, MD, president of the MGH, concluded the meeting with an update on the hospital's current financial status and reported on the outstanding work that has been done to make the length of stay 5.6 days for May, the second lowest in the history of the MGH. April's length of stay broke the record for the lowest in MGH history at 5.44 days. Slavin also congratulated Warren M. Zapol, MD, chief of MGH Anesthesia and Critical Care, for receiving the prestigious Inventor of the Year award presented by the Intellectual Property Owners Association *(See next week's Hotline for more details).*

"We as an organization have many challenges ahead of us, but I am confident that with the dedication and hard work of our employees and staff, we will be able to navigate these challenges and become an even stronger institution in the next 10 years," said Slavin.

AMMP begins scholarship process

The Association of Multicultural Members of Partners (AMMP) recently announced the start of its annual educational scholarship application process. AMMP designed this program, which has helped multicultural employees at the MGH, Spaulding Rehabilitation Hospital and Partners develop their professional skills and attain their educational goals.

The program has helped many MGH employees, like Wanda Velazquez, pursue their dreams of furthering their education while maintaining their careers. Program manager in the Partners Community Benefits Office, Velazquez received her first scholarship in 1999 and used it to help pay for educational costs as she earned an associate's degree from Bunker Hill Community College. Since then, Velazquez has received two additional AMMP scholarships, which were instrumental for her in earning her bachelor's degree in Marketing from the University of Massachusetts, Boston.

"I want other employees to know that this scholarship program is about helping a person build on what they want to do," says Velazquez. "It's a stepping stone to the other things you want to accomplish both at the MGH and in life."

The AMMP scholarship committee now is accepting applications for the fall 2003 and spring 2004 academic year. For more information about the AMMP scholarship program, [illegible]nd email to *phsammp@partners.org.*

Velazquez

Preparations finalized for Magnet site visit

After months of preparation throughout the hospital, MGHers are counting down the days for the Magnet recognition site visit to take place June 10 to 12. Appraisers from the American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association, will conduct a three-day site visit to see first-hand why the hospital should be awarded the ANCC's highest nursing honor – Magnet hospital recognition.

Hospitals are designated to have "Magnet" status because they demonstrate the qualities and abilities required to recruit and retain nurses. Only 1 percent of hospitals in the United States have Magnet status – a total of 69 institutions. To date, there are no Magnet hospitals in Massachusetts.

During their visit to the MGH, appraisers will attend collaborative governance meetings to get a flavor for the communication and decision-making structure of MGH Patient Care Services (PCS). Collaborative governance positions clinicians to participate in key decisions that affect their practice and the quality of their work life.

The appraisers also will attend meetings of the Clinical Performance Management (CPM) teams, the multidisciplinary performance improvement teams that identify ways to enhance clinical practice throughout the hospital.

In addition, the appraisers will meet with staff nurses in several forums to learn about what attracted them to the MGH and why they stay. During their visit, appraisers will meet with senior hospital leaders, members of the Board of Trustees, nurses, physicians, and community leaders to hear different perspectives about nursing practices at the MGH. Patient care units will be a major focus of the site visit. Visits to the units will last approximately 20 minutes and will involve all members of the health care team, including patients. Appraisers will be seeking information about a unit's strategies on patient care activities such as providing continuity of care, staffing decisions, care planning, orientation, and professional development and interdisciplinary teamwork.

The appraisers also may take the opportunity to speak with any member of the MGH community to ask about how his or her department works in collaboration with nursing.

For more information about the site visit, MGHers can visit the Magnet information tables June 6 and 9, from 7 am to 7 pm in the Main Corridor and 11 am to 2 pm inside of the Eat Street Café entrance.

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MGH HOTLINE

WHAT'S HAPPENING

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Managing Stress to Stay Healthy" June 9, from 4 to 5 pm in the East Garden Dining Room. Mary Ann Hardenbergh, director of ABCD Project Health Plus, will discuss the effects of stress and how to manage it. For more information, call (617) 724-6756.

CRP seminar series
The MGH Clinical Research Program (CRP) will sponsor "RSVP for Health – A New Research Recruitment Registry" June 11, from noon to 1 pm in the Wellman Conference Room. Kay Ryan, director of Clinical Research Operations, will present the Research Subject Volunteer Program (RSVP), a new CRP initiative designed to enhance timely subject recruitment. To register, contact the CRP registration line at (617) 726-1669.

Men's Cancer Awareness Fair
The MGH Cancer Center will host the Men's Cancer Awareness Fair June 13, from 10 am to 2 pm in the Main Corridor. Information about early detection, prevention and treatment of the most common cancers affecting men will be available. For more information, contact Tara Becker at (617) 724-9432.

Menopause and your health
Susan Oliverio, MD, of MGH Women's Health Associates, will present "Menopause and Your Health – A Practical Approach" June 17, from 5 to 7:30 pm in the Blum Patient and Family Learning Center. Learn about menopause, the latest research and treatment options. The cost is $35. To register, contact Mary Ellen Heike, RN, at (617) 724-8044 or send e-mail to *mheike@partners.org.*

School-age vacation club
The MGH Backup Childcare Center will offer a school-age vacation club, June 23 to 27, for employees' children from kindergarten completion to 12 years old. Reservations will be taken by phone or in person, and a payment of $56.25 per day per child must be received within the week the reservation was made. Activities included in the program are a scavenger hunt, tour of the Fleet Center and swimming at the Clubs at Charles River Park. No part-time slots are available. For more information, contact the Backup Child Care Center at (617) 724-8414.

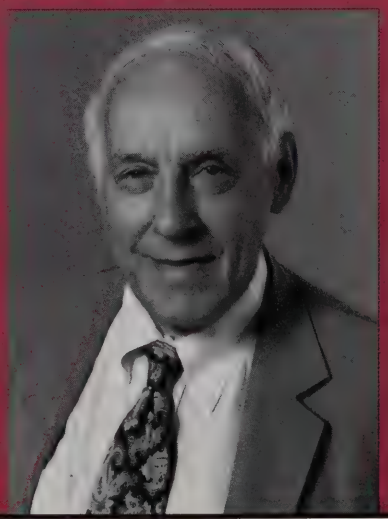
MGH Chelsea family summer safety fair
The MGH Chelsea HealthCare Center will sponsor its annual "Safety on Wheels, Safety in Summer" event, June 21, noon to 3 pm in the health center parking lot, at 151 Everett Ave. in Chelsea. Parents and children are invited to attend for home, water, fire, sun and car safety tips. Children are encouraged to bring their bikes and helmets for safety checks. The rain date is June 28. For more information, call (617) 889-8535.

Project RISE interns
Project RISE (Reaching Individuals Striving for Excellence), the Partners job-readiness training program for low-income adults, seeks managers and supervisors who can help individuals gain valuable work experience. These full-time internships will be offered from June 23 to July 9. For more information, contact Cynthia Briggs at (617) 585-2843 or send e-mail to *cbriggs@partners.org.*

In memoriam: William S. Beck, MD

William S. Beck, MD, a former chief of MGH Hematology, died May 27 at the age of 79. An MGH hematology specialist for 46 years, Beck was described by his colleague Bruce Chabner, MD, clinical director of the MGH Cancer Center as a "grandfatherly figure" to many physicians he trained over the years. Beck's research on the biochemistry of blood cell formation led to more than 200 publications, including scientific articles, essays, short stories and several books.

Beck never formally retired and gave his last lecture only four weeks ago.



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Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
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June 13, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Zapol and former colleague receive Inventor of the Year award

Warren M. Zapol, MD, chief of MGH Anesthesia and Critical Care, and Claes Frostell, MD, PhD, of the Karolinska Institute in Sweden, received the 2003 Inventor of the Year award June 4 in Washington. The researchers were honored for their invention of a system to safely deliver inhaled nitric oxide gas to treat a number of dangerous lung conditions.

"I was stunned to learn that we had received this year's award," says Zapol. "I regard myself as a clinician-scientist rather than an inventor. But I can certainly see why they chose to recognize inhaled nitric oxide. It has saved the lives of thousands of 'blue' babies and others with pulmonary hypertension in this country and around the world, which has been rewarding enough for me."

The award has been presented annually since 1974 by the Intellectual Property Owners Association (IPO). Among previous recipients of the award are Paul Macready for the "Gossamer Condor," a human-powered flying device; Robert Jarvik for the Jarvik Seven artificial heart; James L. Fergason for liquid crystal displays; and Amar G. Bose for a folded waveguide loudspeaker system.

For many years, nitric oxide (NO) gas – not to be confused with the anesthetic nitrous oxide – was considered a dangerous pollutant. Then in the mid-1980s three U.S. researchers discovered that the human body naturally uses NO to transmit key signals in the pulmonary, cardiovascular and other systems, a discovery that led to the 1998 Nobel Prize in Medicine or Physiology.

(Continued on Page 2)

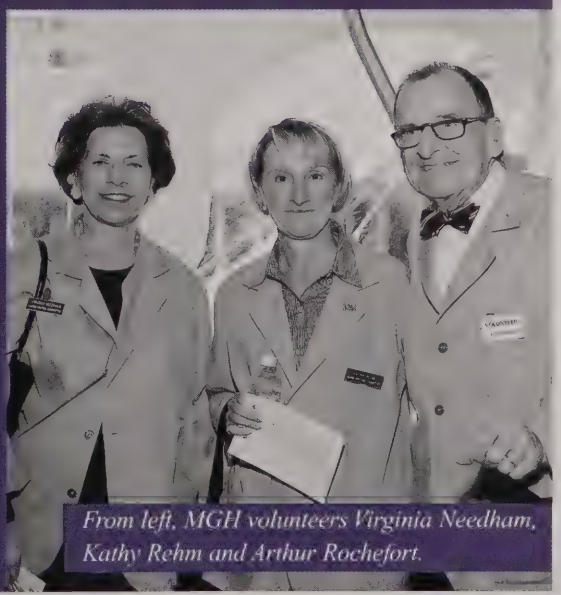
Zapol, left, and Frostell, far right, with families of children saved by NO treatment.

The gift of time: MGH thanks contributions of volunteers

Cool temperatures and an all-too-predictable rain didn't keep MGHers away from gathering under the Bulfinch Tent to offer thanks to an essential part of the MGH team – its volunteers – at the annual MGH Volunteer Recognition Day Award Ceremony June 4.

The event, which honored the more than 1,200 volunteers who have proved to be an invaluable asset to the MGH community, was organized by the MGH Department of Volunteers. Special awards included the Jessie Harding Award for Outstanding Volunteers, which went to Carlos Villafuerte. The Trustees' Award, which honors an employee or department for outstanding support of the MGH volunteer program, was awarded to Katie Binda, MSW, LICSW, of the MGH Cancer Center.

Peter L. Slavin, MD, president of the MGH, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, and Edward L. Lawrence, chairman of the MGH Board of Trustees, were among the hospital leadership who commended the tireless efforts and contributions of the volunteers.



From left, MGH volunteers Virginia Needham, Kathy Rehm and Arthur Rochefort.

MGH honors community women as role models of good health

A marathon runner with multiple sclerosis, a North End resident who organizes holiday benefits for needy families, a cancer survivor who helps senior citizens stay healthy – these three women are among seven community residents honored by the MGH as "role models of good health."

More than 500 area women gathered May 29, for the third annual "Celebrating Women: Leading a Vibrant, Healthy Life" event presented by MGH Community Health Associates.

Participants gathered information and engaged in discussions on a variety of women's health issues – including heart disease, menopause, cancer, diabetes, nutrition, depression, smoking cessation and child safety. MGH physicians and nurse practitioners were available to answer questions. Information tables offered blood pressure screenings, massage and Reiki therapy sessions.

WBZ-TV News 4 medical consultant and MGH Chelsea physician Mallika Marshall, MD, presented the Celebrating Women Award to women from Charlestown, Chelsea, Everett, Winthrop, the North End, the Back Bay and Revere. The women were chosen by their community health centers.

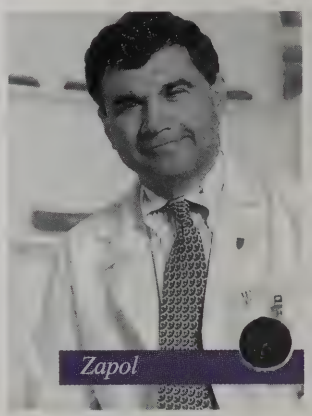
The event is coordinated by MGH Community Health Associates and MGH Community HealthCare Centers and led by Eileen Manning, RN, BS. Manning was recognized by the Massachusetts League of Community Health Centers June 6 with the Outstanding Community Health Center Employee Award for her efforts to prevent cancer deaths through the Breast and Cervical Screening Collaborative, which provides free mammograms and Pap tests to uninsured women.

From left, Mary Ellen Heike, RN, of MGH Patient Care Services, Manning and Anne Richmond of MGH Community Health Associates.

— Zapol receives Inventor award

(Continued from Page 1)

Subsequent NO studies showed that among its many functions was to relax the muscles surrounding blood vessels and reduce blood pressure. Because many serious medical conditions are characterized by constriction of blood vessels in the lungs, Zapol and several MGH colleagues began to study its potential as a treatment. Zapol worked with Frostell, at the time a postdoctoral research fellow at the MGH, to develop a system to continuously administer a low concentration of NO in oxygen. Once this equipment was perfected, animal studies showed that inhaled NO opened only constricted lung vessels and had no effect on vessels that were normal.



Zapol

The first clinical application studied at the MGH was the treatment of a rare, potentially fatal disease – persistent pulmonary hypertension of the newborn (PPHN) – in which blood vessels in infants' lungs do not expand soon after birth. Several MGH studies led by Jesse Roberts, MD, showed that inhaled NO could rapidly and effectively treat PPHN, turning babies that were blue from lack of oxygen to a healthy pink in a matter of minutes.

In 1999 the U.S. Food and Drug Administration approved inhaled NO for the treatment of PPHN and other hypoxic respiratory failure in newborns. The treatment also is used to improve lung circulation in infants after surgery for congenital heart disease and to help diagnose pulmonary hypertension in adults. Ongoing NO research at the MGH and other centers includes investigating its use in infants with pulmonary vascular disease and to treat painful sickle cell crisis. ●

LOS at an all-time low

The length of stay (LOS) rate was at an all-time low during the month of April. According to Peter L. Slavin, MD, president of the MGH, the LOS rate for April was 5.44 days, which is .35 under budget and the lowest LOS rate in the MGH's history. May's LOS also was below average at 5.62 days.

In the past, controlling LOS has been a challenge for the hospital and has consistently remained a top priority for hospital leadership. Some key factors in the decline can be attributed to an increased focus on communication between physicians, staff nurses and case management, as well as increased access to MRI, cardiac stress tests and CT scans. Interdisciplinary performance improvement teams across the hospital also are working on improving efficiency and quality of care. In addition, there has been a focus on the facilitation of the transition of patients between the MGH and post-acute-care facilities.

MGH Vital Signs: FY 2003 second-quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 2002
Net Patient Service Revenue	$535.0	($ 5.3)	$493.1
Research Revenue	189.0	14.5	161.4
Other Operating Revenue	53.8	2.1	49.1
Total Revenue	777.8	11.3	703.6
Salary and Benefits	299.2	(4.0)	266.2
Supplies and Outside Services	182.3	(4.7)	163.1
Other Operating Expenses	141.7	.9	134.6
Direct Research Expenses	136.2	(12.3)	114.8
Total Expenses	759.4	(20.1)	678.7
Gain (Loss) from Operations	**18.4**	**(8.8)**	**25.0**
Non-operating Gains (Losses)	(5.7)	(2.1)	4.0
Net Gain / (Loss)	$ 12.7	($ 10.9)	$ 29.0

Financial overview: The hospital's year-to-date operating gain was $8 million below the budget target at $18.4 million. This represented a 4 percent operating margin. The hospital saw a deterioration of Net Patient Service Revenue compared to budget in the second quarter, particularly in January and February. Expenses ran 1.0 percent over budget, which was not consistent with declines in revenue. Personnel and outside services continue to be the largest expense overages. Indirect research revenue continued to reflect strong growth in research activity. The $12.7 million year-to-date net gain lagged behind budget by $11.0 million because of operating and investment performance.

Because of the continuation of existing revenue and volume hits, as well as new government revenue cuts and expense additions, the forecast for FY 2003 projects a $16.4 million gap against the budget target. Performance improvement plans are being made in three areas – increasing volume through LOS management, examining expense categories and areas that are over budget, and implementing revenue and expense improvement initiatives.

Admissions fell short of budget by 2.3 percent year-to-date but grew 1.7 percent from the prior year. Admit-to-observe stays also lagged behind budget in the second quarter but still represent a 7.3 percent increase over fiscal year 2002.

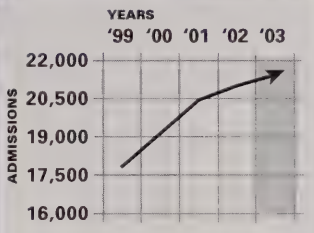
Length of stay (LOS) improved in the second quarter but was 0.12 days over the year-to-date target. Management of LOS is important to create capacity space for admissions and as a workload/expense driver.

Outpatient visits growth did not occur where it was anticipated. Health center visits were up, but Emergency Department and on-campus visits were flat or down. Ancillary activity, which grew in the second quarter, is the real driver of outpatient revenue.

Admissions

FY '03 actual:	21,678
FY '03 budgeted:	22,194
FY '02 actual:	21,322
Patient days	128,521
Inpatient surgeries	8,879
Births	1,752

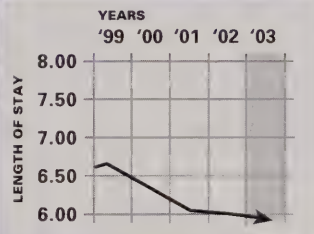
Five-year trend



Length of stay

	Days
FY '03 actual:	5.93
FY '03 budgeted:	5.81
FY '02 actual:	5.87

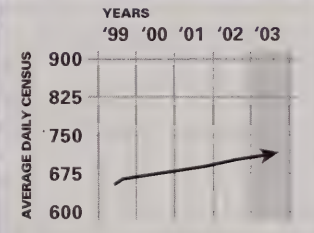
Five-year trend



Average daily census

FY '03 actual:	706
Average beds in service	882
Occupancy rate	80.06%
FY '03 budgeted:	709
FY '02 actual:	688

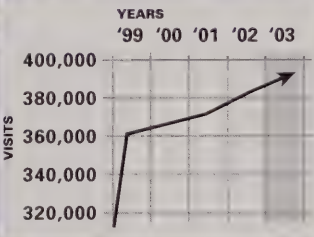
Five-year trend



Outpatient visits

FY '03 actual:	391,842
Clinic visits	205,440
Health center visits	150,214
Emergency visits	36,188
FY '03 budgeted:	400,923
FY '02 actual:	390,083
Outpatient surgeries	7,376

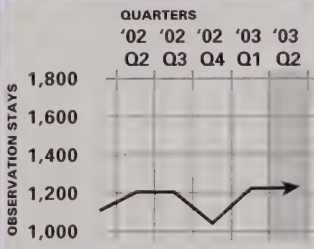
Five-year trend



Observation stays

FY '03 actual:	2,474
FY '03 budgeted:	2,523
FY '02 actual:	2,305
Chemotherapy infusion	153
Routine post-procedure recovery	698

Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

Surgical web broadcast
The Operating Room of the Future at the MGH will be featured in a live web broadcast of a laparoscopic radical prostatectomy – a minimally invasive, innovative treatment for prostate cancer – performed by Douglas Dahl, MD, FACS, of MGH Urology, June 17 at 4 pm. All MGH employees are invited to watch the broadcast from the O'Keeffe Auditorium. For more information, send e-mail to *mghwebcast@partners.org.*

MGPO quarterly meeting
All physicians and staff are invited to the Massachusetts General Physicians Organization (MGPO) quarterly meeting June 19, from 5:30 to 7 pm in the O'Keeffe Auditorium. For more information, call (617) 724-9644.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Tai Chi for Health, Happiness and Longevity" June 19, from 4 to 5 pm in the East Garden Dining Room. Rebecca Spainhower, a Tai Chi instructor, will show how Tai Chi can increase flexibility, enhance the immune system and improve memory, balance and circulation. For more information, call (617) 724-6756.

EAP seminar
The MGH Employee Assistance Program (EAP) will host "Keeping Our Children Safe: Parenting in Unsafe Times" June 19, from noon to 1 pm in the Wellman Conference Room. Candelaria Silva, a parenting specialist, will offer techniques to keep children safe. For more information, contact the EAP at (617) 726-6976.

Summer jobs program
Part-time summer help still is available for all MGH departments. The Jobs for Boston Youth program provides SummerWorks program alumni and students from East Boston High School with job opportunities at the MGH. Students spend 25 hours per week at the hospital from July through August. For more information, contact Galia Kagan at (617) 724-8326 by June 20.

Training and Workforce Development office relocates
Training and Workforce Development will be relocating from 185 Cambridge St. to 100 Charles River Plaza, second floor. The office will close June 20 at noon and reopen June 23 at the new location.

MGH Chelsea family summer safety fair
The MGH Chelsea HealthCare Center will sponsor its annual "Safety on Wheels, Safety in Summer" event June 21, noon to 3 pm in the health center parking lot at 151 Everett Ave. in Chelsea. Parents and children are invited to attend for home, water, fire, sun and car safety tips. Children are encouraged to bring their bikes and helmets for safety checks. The rain date is June 28. For more information, call (617) 889-8535.

Celtics salute the heroes among us

At each home game since 1997, the Boston Celtics have saluted the "Heroes Among Us" who have made overwhelming contributions to the lives of others and to society.

On April 10, the Celtics recognized the Silber family – parents Sharon and Jason, daughter Karen and her husband Michael and their son Brad – for the establishment of the Brian Silber Memorial Fund, which has raised more than $500,000 for the Brian Silber Spine Tumor Clinic at the MGH. The fund and clinic were named in memory of Brian Silber, who lost his life to a spine tumor in 1996.

During the second quarter of the Celtics versus Philadelphia 76ers game, the Silbers were brought to center court, saluted by the Celtics and had their photo *(see below)* taken with team captains Antoine Walker of the Celtics and Allen Iverson and Eric Snow of the 76ers.

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June 20, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Top-quality science has its day

The 200 scientific abstracts and presentations featured at the MGH's first Clinical Research Day, held June 6, reflected the great range and top quality of the hospital's patient-focused research efforts.

"It was just a fantastic and exciting day that showed what can be accomplished when you bring together basic and clinical research," said William F. Crowley, Jr., MD, director of the MGH Clinical Research Program. As an example of the excellence of MGH research, he noted that, while the day's organizers originally planned to give four awards for outstanding research projects, the quality of submissions was such that eight awards were given, along with special citations for research by residents from the departments of Medicine and Radiation Oncology.

Giving one of the day's keynote addresses, David Altshuler, MD, PhD, of the Department of Molecular Biology and Diabetes Unit, addressed the challenges of applying new genomic information to the treatment of human disease. "The human genome now is available on our desktops," he said. "But what we do with it in the next 20 years will determine its effect on human health." Among the efforts he described was one to map human haplotypes – groups of genes inherited together that may act as "books" in the huge library of the human genome. He is leading the Boston arm of the national haplotype map project.

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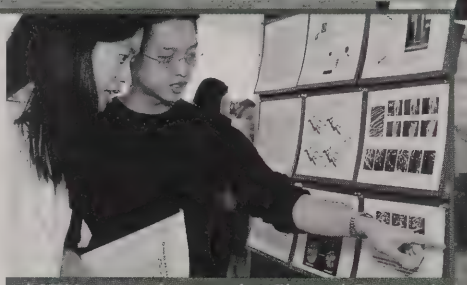


MGH researchers at the Clinical Research Day poster session.

Summer fun without the sun

Even without the sunny weather and warm summer temperatures, MGHers gathered under the Bulfinch tent and on the lawn for the annual summer picnic June 12, hosted by Peter L. Slavin, MD, president of the MGH. Employees received a complimentary lunch and enjoyed the upbeat sounds of the Volume II Steel Band. Popcorn, peanuts and cotton candy added to the carnival-themed event. The Fun Company provided games such as bingo, a basketball free throw, touchdown toss and a golf-driving simulator, all complete with prizes.

During the picnic, Slavin joined in on the festivities and gave a special presentation about the hospital's Physician and Employee Campaign for the Kresge Challenge and unveiled a special plaque honoring the MGH physicians and employees who supported the challenge. To date, 1,800 employees, physicians and volunteers have made contributions to the Kresge Challenge, raising $1.6 million. *(See enclosed insert for more details and a list of MGH contributors.)*

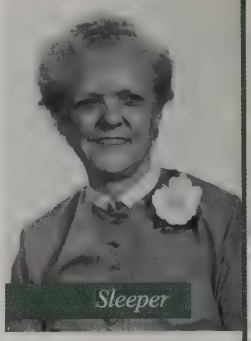
Family of visionary leader in nursing visits MGH

Ruth Sleeper, RN, truly was ahead of her time. As director of MGH Nursing and the former MGH School of Nursing from 1946 to 1966, she helped pave the way for the advancement of the nursing profession. Known for her countless contributions to education and research, Sleeper earned a reputation as an icon in the field of nursing here at the MGH and across the country.

Recognizing this visionary leader, the MGH paid tribute to Sleeper at a reception June 13, attended by Sleeper's niece, Nancy Sleeper Kolbe, and Sleeper Kolbe's three daughters. The reception offered the opportunity for family members, friends and former colleagues to reminisce about their friend and mentor. One former student described Sleeper as "the embodiment of professionalism, dignity and grace."

Sleeper's commitment to the importance of academic education in nursing to advance clinical practice and patient care led to the affiliation between the MGH School of Nursing and Radcliffe College in 1945. She helped transform nursing education by expanding classroom instruction, and she developed a curriculum that combined nine months of practical training in the hospital with 28 months of academic classes. Now, such practices are considered standard nurse training, but this combination was revolutionary at the time.

Sleeper also was a pioneer in the field of nursing research. Throughout her impressive career, she conducted many studies for the purpose of increasing educational opportunities for student nurses and improving and simplifying nursing care to patients.



Sleeper

Sleeper's legacy reaches far beyond the walls of the MGH.

She was a respected national leader and the first president of the National League for Nursing. In 1959, she was awarded the prestigious Florence Nightingale Award, which honors nurses for their outstanding contributions to nursing and their devotion to caring for others.

At the reception, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, presented Sleeper Kolbe with a plaque honoring her aunt and her legacy at the MGH. "We were always proud of her," said Sleeper Kolbe. "Even when I was a little girl, we knew she was special."

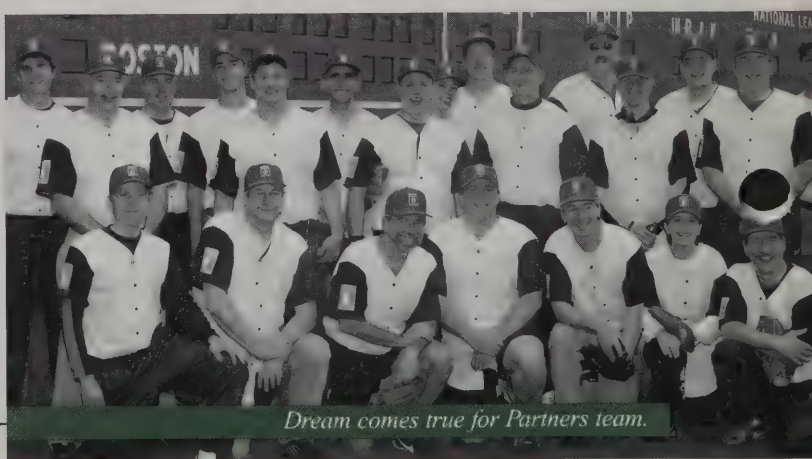
Sleeper's family gathers at the MGH for a special tribute.

MGH caregivers fight poverty on the ball field

MGH physicians and caregivers had an opportunity to help fight poverty – and have their childhood sports dreams fulfilled – when they played softball June 5 at Fenway Park. Partners HealthCare was among 18 Boston-area employers who contributed funds to participate in the sixth annual Action for Boston Community Development (ABCD) Field of Dreams benefit. Partners kicked off the daylong event with a 7:30 am game against the ABCD All Stars.

Field of Dreams raises funds for ABCD, the city's oldest anti-poverty agency. ABCD serves approximately 100,000 low-income Boston residents and provides fuel assistance, day care, job training and other services.

The wet weather didn't dampen the Partners team spirit, but spirit alone wasn't enough to beat the host team. Final score: ABCD 8, Partners 4. David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization, and Bruce Chabner, MD, medical director of the MGH Cancer Center, scored three of Partners' four runs. Other team members from the MGH were Peter L. Slavin, MD, president of the MGH; Frank Haluska, MD, PhD, of the MGH Hematology/Oncology Unit; Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse; Brit Nicholson, MD, chief medical officer; James Cusack, MD, of MGH Surgical Oncology; Dean Donahue, MD, of MGH Surgery; Lily Awad, MD, of MGH Psychiatry; and David Ryan, MD, of the MGH Hematology/Oncology Unit. ●



Dream comes true for Partners team.

The Kresge Challenge

MGHers rise to the challenge – the Kresge Challenge

During the hospital's annual picnic held June 12, Peter L. Slavin, MD, president of the MGH, made a special announcement about the hospital's Physician and Employee Campaign for the Kresge Challenge, an employee-wide campaign that kicked off last January. Slavin announced that more than 1,800 physicians and employees contributed to the challenge, *(see enclosed list)* raising an extraordinary $1.6 million. And because of the tremendous amount of support from the MGH community, the hospital successfully obtained, and surpassed, its goal of raising $750,000 from hospital family donors.

"MGH employees give so much to the hospital each and every day in the work that they do with such heart," Slavin said. "The success of this campaign is only further evidence of their dedication, commitment and compassion for the hospital and for all the patients and families we serve."

At the celebration, Slavin unveiled a special plaque honoring the MGH physicians and employees who supported the Kresge Challenge. The plaque will be displayed in the new Yawkey Center for Outpatient Care, which is scheduled for completion in the fall of 2004.

Sandy Dodge, administrative director for Pediatric Surgery at the MGH, contributed to the Kresge Challenge. During the picnic, Dodge shared her thoughts with the audience. "Giving back to the MGH provides resources that help support some additional programs each year," she said.

Environmental Services manager, Mark Barish, also addressed the crowd. "The Kresge Challenge for me has been a rewarding experience, and I feel my contribution, along with the many others, is a well-deserved gift that will culminate in a sense of pride, growth and progress."

The Kresge Challenge came about when the MGH received a $2 million challenge grant from the Kresge Foundation to build Phase One of the new Yawkey Center for Outpatient Care. The deadline for the challenge is June 30. For more information or to make a gift, contact Michele Gagne at (617) 724-8755 or visit *www.mghgifts.org/employeecampaign.*

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Magnet site visit completed

Spirits were high. Grateful appreciation was given. Hard work and preparations were proudly demonstrated. The much-anticipated site visit for the Magnet hospital recognition survey at the MGH came to an end June 12. Two appraisers from the American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association, spent three intensive days at the MGH, probing and observing how nursing is practiced at the hospital. They had one ultimate goal – to see if the MGH should be awarded the ANCC's highest nursing honor: Magnet hospital recognition.

The appraisers attended meetings and forums, visited patient care units and departments and met with nurses, physicians, hospital leaders, trustees and representatives from the community. The two appraisers will submit a report to the Magnet Commission within the next two weeks. The commission is slated to review the hospital's application and the report in early September.

At a final meeting with the appraisers and key nursing staff, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, thanked the appraisers for their time and commended MGH staff for their hard work in preparing for the site visit. "It is not often that clinicians have the opportunity to reflect upon the art and science of nursing and the interdisciplinary nature of care delivery at the MGH," she said. "This has been an incredible week. Staff members were so articulate in describing their practice and sharing their stories with the appraisers and others. They truly are the hospital's shining stars. And I want to extend our appreciation to the entire MGH community for supporting nursing practice at the MGH and helping to make this site visit so successful."

Ives Erickson also commended several groups and individuals, including the Magnet champions, the four Magnet workgroups, the Magnet steering and core teams, the Magnet writers group, as well as Magnet co-chairs Marianne Ditomassi, RN, and Lori Clark Carson, RN, and Magnet staff support, Lauren Holm, RN, and Ed Coakley, RN. ●

– Clinical Research Day

(Continued from Page 1)

Altshuler's talk was followed by presentations from the 8 award-winning research teams and a break, during which participants could view the posters set up under the Bulfinch tent.

The concluding talk was given by Samuel O. Thier, MD, who has returned to the MGH staff after stepping down as president and CEO of Partners. He addressed the mistaken notion that institutions should focus on either clinical or basic research. Trying to choose between pursuing new ideas or doing research designed to benefit patients would "destroy the research system. You need to balance both positions," he said.

Thier did note, however, that a hospital like the MGH has a special obligation to conduct clinical research. "Because of the MGH Clinical Research Program founded almost seven years ago," he said, "this institution is out front again in doing what it does best." ●

MGH president's response to Boston Globe article about Yawkey Foundation

The *Boston Globe* recently printed a letter *(see below)* from Peter L. Slavin, MD, president of the MGH, in response to a *Globe* article that criticized the Yawkey Foundation's support of larger charitable organizations such as the MGH. Last year, the Yawkey Foundation gave a gift of $25 million to the MGH to help build the hospital's new ambulatory care building.

Dear Editor:

Your May 9 editorial "A Narrow Foundation" criticizes the Yawkey Foundation for supporting established charitable organizations like Massachusetts General Hospital, implying that grants should be directed solely to grass-roots organizations where they will "improve the lives of people with the greatest needs." Perhaps it is the Globe that is looking at this issue too narrowly.

Mass General is the commonwealth's largest private provider of free care, last year delivering more than $24 million in free care to 10,000 patients. The MGH also is a major provider of care to patients covered by Medicaid, offering nearly $83 million in care to 33,000 patients in FY 2002.

At a time when public funding for social service and health programs is being reduced or eliminated, the MGH has added services and expanded access to underserved and at-risk individuals in Boston and adjacent communities, including Chelsea, Revere and Everett. We offer programs that serve the homeless, infants and children, at-risk teenagers, low-income families, pregnant women, immigrants, refugees, domestic violence victims, persons affected by substance abuse, the elderly and the disabled. Virtually all of these programs rely on hospital funding, grant support and philanthropy to continue their vitally important work.

Jean Yawkey received her medical care at the MGH and was a longtime champion of the work of the hospital. She understood the importance of supporting programs that were making a difference in the lives of people in the community. After she died, her foundation continued this legacy of charitable support. Clearly, the foundation's trustees take to heart the commitment to fund organizations – large and small – doing the kind of work the Yawkeys believed in so strongly.

And when it opens in late 2004, the MGH's Yawkey Center for Outpatient Care will be home to many services that help thousands of people who count on this hospital for care, support and hope. This wonderful facility will serve as a fitting and lasting tribute to a family whose name is synonymous with commitment to the community.

Sincerely,
Peter L. Slavin, MD

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WHAT'S HAPPENING

MGH Chelsea family summer safety fair
The MGH Chelsea HealthCare Center will sponsor its annual "Safety on Wheels, Safety in Summer" event June 21, from noon to 3 pm in the health center parking lot at 151 Everett Ave. in Chelsea. Parents and children are invited to attend for home, water, fire, sun and car safety tips. Children are encouraged to bring their bikes and helmets for safety checks. The rain date is June 28. For more information, call (617) 889-8535.

Ernest Haddad Lecture
The first Ernest Haddad Lecture in Medical Ethics, "Crossing the Quality Chasm in Health Care," will be held June 26 at 8 am in the O'Keeffe Auditorium. Harvey Feinberg, MD, PhD, president of the Institute of Medicine, will be the guest speaker. Haddad served as the general counsel at the MGH and Partners HealthCare for 21 years.

Spring 2002 schedule for computer training
Partners Information Systems Training now has released the Summer Computer Workshop training schedule for Microsoft Office applications. Beginning in July, classes will be held at the new Training and Workforce Development office located at 100 Charles River Plaza, second floor. For more information, visit *http://is.partners.org/training* for schedules, course descriptions and online registration. Schedules and registration forms also are available by calling (617) 724-1240.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Tai Chi for Health, Happiness and Longevity" June 23, from 4 to 5 pm in the East Garden Dining Room. Rebecca Spainhower, a Tai Chi instructor, will show how Tai Chi can increase flexibility, enhance the immune system and improve memory, balance and circulation. For more information, call (617) 724-6756.

Training and Workforce Development office moving
Training and Workforce Development will be relocating to 100 Charles River Plaza, second floor. The office will close June 20 at noon and reopen June 23 at the new location. Beginning June 23, training classes in Microsoft Windows and Outlook, and programs such as tuition reimbursement and the support service grant program, will be offered at the new location. For more information, call (617) 726-2230. All existing phone numbers for staff will remain the same.

Two-Way Talk available

The latest issue of the hospital's community publication, *Two-Way Talk,* now is available to MGH employees and members of neighboring communities. Topics in the current issue include an update about the construction progress of the new Yawkey Center for Outpatient Care and Parkman Street; an overview of MGH Senior Health, Beacon Hill Village and the MGH Senior HealthWISE programs; and the redevelopment of Charles River Plaza. Copies of *Two-Way Talk* are located throughout the hospital. For more information or to submit a question to *Two-Way Talk,* leave a voicemail message at (617) 726-0450 or send e-mail to *twowaytalk@partners.org.*

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
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100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

In memoriam: Donna Marie Grenier, RNP

Donna Marie Grenier, RNP, an MGH nurse practitioner and nurse manager in the Walk-in Unit at the MGH Chelsea HealthCare Center, died June 2 at age 43. She had worked at the MGH for four years.

"I had the great pleasure of knowing Donna Marie for the past two years in her role as nurse manager and adult nurse practitioner here at MGH Chelsea," said Jeff Collins, MD, PhD, medical director at MGH Chelsea. "She was an exceptional clinician and leader, but above all a true friend and colleague. Our thoughts and prayers go out to her family, her husband and her young sons."

June 27, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH surgeons star in webcast debut

Minimally invasive surgery is the wave of the future. It requires smaller and fewer incisions, utilizes the latest in medical technology and results in a shorter and less painful recovery for patients. The MGH demonstrated this innovative type of surgery to an Internet audience of about 1,400 viewers June 17, with the hospital's first live web broadcast.

An MGH surgical team performed a procedure called a laparoscopic radical prostatectomy, which is performed on patients with prostate cancer. Rather than one large opening, the procedure is accomplished through several small incisions in the abdomen. Specially designed surgical instruments and miniature cameras afford the surgeons precise control and excellent visibility for performing the operation.

"Traditional surgical removal of the prostate can mean long recovery times for patients," said Douglas Dahl, MD, FACS, the urologic surgeon who performed the procedure for the broadcast, "but with the laparoscopic procedure, patients usually can return to regular activities more quickly and much more comfortably."

While Dahl performed the surgery during the webcast, his colleague, Shahin Tabatabaei, MD, an MGH urologist, described the procedure and answered questions from viewers through e-mail.

The procedure was broadcast from the hospital's Operating Room of the Future, a state-of-the-art operating suite that maximizes use of new technologies.

The broadcast now is currently available in an archived format and has drawn more than 3,500 viewers to the site. For more information or to view the broadcast, visit *www.massgeneral.org/webcast.*

MGH surgeons perform procedure during webcast.

ADVANCES

Experimental imaging technique details spread of prostate cancer

A study conducted at the MGH and a Dutch hospital finds that a new MRI technique may be able precisely to identify the spread of prostate cancer to lymph nodes. Published in the June 19 issue of the *New England Journal of Medicine,* the report details how high-resolution MR studies using an iron-oxide-containing contrast agent accurately localized tumor metastases. The imaging agent currently is being evaluated for FDA approval.

"These techniques allow us to clearly distinguish between benign and malignant nodes and to construct three-dimensional maps to guide surgical planning," says lead author Mukesh Harisinghani, MD, of MGH Radiology.

Standard practice in treating prostate cancer has been for lymph nodes adjacent to the prostate gland to be analyzed for the presence of cancer, but metastases can appear in nodes beyond the area of analysis. Standard imaging can only identify enlarged nodes that may contain tumor cells; but some enlarged nodes prove benign, and metastases can occur in very small nodes.

Eighty participants, all of whom had been diagnosed with prostate cancer, had preliminary high-resolution abdominal MR studies done before receiving intravenous infusions of the iron-containing contrast agent. A second set of MR studies was taken 24 hours later. After the imaging studies, the patients received standard prostate cancer treatment, and nine patients had additional lymph nodes removed based on results of the imaging. The MR studies found cancer in 63 of the 334 nodes imaged. Pathologic examination confirmed that no tumor had been missed by the technique; in fact more than 70 percent of the metastases were so small they would not have been identified as malignant by current imaging techniques.

(Continued on Page 2)

MGH Board of Trustees approves revised mission

As the MGH embarks on an intensive strategic planning effort to determine its future direction, the MGH Board of Trustees voted June 20 to approve revisions to the hospital's mission statement and guiding principles.

According to Allison Rimm, vice president of MGH External Affairs and co-chair of the Strategic Planning Committee, the timing of the approved revisions is significant to help drive the strategic planning efforts. "As we launch several task forces this summer to develop recommendations for the strategic plan, it is important to be reminded of the hospital's mission," she says. "As we shape our direction for the future, these planning efforts should reflect the core values that are at the very heart of what we do."

Below is a reprint of the revised mission.

MGH MISSION

To provide the highest quality care to individuals and to the local and distant communities we serve, to advance care through excellence in biomedical research, and to educate future academic and practice leaders of the health care professions.

MGH CORE VALUES

- Accountability and responsibility
- Collegiality
- Community focus
- Compassion
- Continuous improvement
- Cost and resource effectiveness
- Diversity
- Entrepreneurial teamwork
- Excellence
- Innovation
- Integrity
- Leadership
- Patient and family focus
- Quality and safety
- Scholarship
- Trust and respect

GUIDING PRINCIPLES

The MGH will sustain the synergy among the three components of its mission – patient care, teaching and research. While patient care is the primary mission, the integration of research and teaching programs is critical in both advancing the quality of patient care and distinguishing the MGH as a provider. The MGH will adhere to its core values and guiding principles as it adapts to future challenges and opportunities. The MGH will pursue its mission as a component of the Partners HealthCare System, will be guided by its principles, and will coordinate its activities with other Partners entities.

• Patient and family focus

The MGH is committed to excellence in health care, and places the needs, convenience and comfort of its patients ahead of all other considerations. This health care will be high quality, innovative, culturally competent, effective, efficient, accessible, responsive and safe. The MGH will respect and promote patient choice, participation by family and friends in the medical care process, and patients' rights and privacy. This is our most important guiding principle.

• Community focus

The MGH is committed to collaborating with communities to improve health, particularly communities it has served historically and which bear a disproportionate burden of social, economic and health risks.

As a full-service medical center within the Partners HealthCare System, the MGH will operate an integrated, health-care-delivery network to serve the MGH's local and regional communities. The MGH will aggressively promote tertiary and quaternary care programs on a national and international basis.

• Research

The impact of the MGH's clinical and basic research has been critical in positioning the hospital at the forefront of medicine, nationally and internationally. The MGH recognizes the importance of the integration of clinical care with clinical and basic research. The MGH will conduct multidisciplinary biomedical research programs of the highest quality, emphasizing their application to improve health in the community, while upholding the highest standards of research ethics.

• Education

The MGH is committed to the highest quality education of health care providers and biomedical investigators and the development of leaders in those disciplines. The MGH also strives to educate patients and their families regarding health care and related issues. The institution will continue to play a leadership role in developing and continually improving innovative and high-quality educational programs. The MGH strives to create a work environment that promotes individual development and organizational learning.

• Competitiveness

The MGH will develop and maintain innovative, cost-effective systems of academic medicine. It will identify, measure and market the unique quality of its patient care, research and education programs and their synergy. The MGH will restructure, resize and relocate programs in order to remain competitive. The MGH will aggressively pursue cost reduction programs in order to deliver its patient care, research and education programs to purchasers at a competitive price. Decisions regarding allocation of resources will be based on an informed judgment of costs and added value.

• Human resources

MGH's workforce is its most valuable asset and a critical component in its success. The MGH is committed to fostering the highest quality work opportunities for all employees, including fair and safe work environments, and to nurturing career-long growth in knowledge and skills. The MGH is also committed to communicating the information and providing the tools employees need to accomplish their jobs.

• Diversity

Diversity plays a crucial role in shaping the MGH as an employer, provider and member of the community. The MGH is committed to recruiting, hiring, and promoting people from different backgrounds. A diverse workforce is critical to improving access to quality health care, indispensable for quality education and can accelerate advances in both medical and health services research.

The MGH is dedicated to serving diverse patients and communities. The institution is committed to providing culturally competent health care to all of its patients. The MGH is committed to advancing diversity at all levels of the organization, including the professional and managerial ranks. Leadership will be accountable for achieving this objective.

The MGH will not tolerate discrimination by or against its employees and patients based on race, religion, ethnicity, culture, disability, gender and sexual orientation.

• Decision making

The MGH is committed to a decision-making process that encourages individuals in supervisory positions to make timely and accountable decisions. Clinical, management and academic leaders will openly discuss issues and conflicts and seek input from constituencies. Decisions, however, may not always be made on a consensus basis. Once made, decisions will be communicated throughout the organization.

The General Executive Committee (GEC) is the highest-level advisory committee within the management structure of the MGH and therefore must be broadly representative. The GEC will monitor implementation of and compliance with its decisions and recommendations. ●

— *Imaging technique details spread of prostate cancer*

(Continued from Page 1)

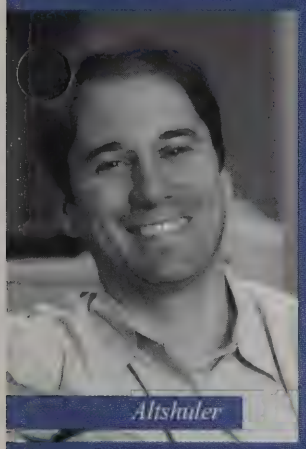
"The experimental aspects of this technique have been tested and validated at the MGH during the last decade, and we believe it has the potential of revolutionizing cancer staging," says Ralph Weissleder, MD, PhD, director of the MGH Center for Molecular Imaging Research and the senior author. The research team – which includes Shahin Tabatabaei, MD, and Peter Hahn, MD, PhD – also is optimistic that this approach could be applied to several other forms of cancer. ●

Altshuler selected for new genome institute

MGH geneticist and endocrinologist David Altshuler, MD, PhD, recently was named one of four core faculty members for a new genome research institute.

Known as the Broad Institute, the new facility, which is a collaborative effort between the Massachusetts Institute of Technology (MIT) and Harvard University, will be located in the Kendall Square area of Cambridge.

The Broad Institute will have two main missions: to create comprehensive tools for genomic medicine and make them broadly available to scientists around the world and to pioneer applications of these tools to the study of disease, in order to propel the understanding, diagnosis, prevention and treatment of disease.



Altshuler

The core faculty of the new Broad Institute consists of Altshuler, Eric Lander, a member of MIT and the Whitehead Institute faculty; Stuart Schreiber, the Morris Loeb Professor of Chemistry at Harvard and an investigator at Howard Hughes Medical Institute; and Todd Golub, associate professor of Pediatrics at Harvard Medical School and the Dana-Farber Cancer Institute and director of the cancer genomics program at Whitehead Institute/MIT Center for Genome Research.

Celebrating 10 years of saving lives

The MGH Bone Marrow Transplant Program commemorated its 10th anniversary June 18 with a special program, "Celebrating 10 years of Patient Care and Research," followed by a reception in the Cox Lobby.

Peter L. Slavin, MD, president of the MGH, kicked off the event with praise for Thomas Spitzer, MD, director of the Bone Marrow Transplant Program, and the Bone Marrow Transplant team for their outstanding efforts. In the 10 years that the Bone Marrow Transplant Program has been in operation, 588 transplants have been performed. "The success of this program lies in the amazing trust that the community and patients place in the MGH and the staff of the Bone Marrow Transplant Program," said Spitzer.

Laila O'Keefe

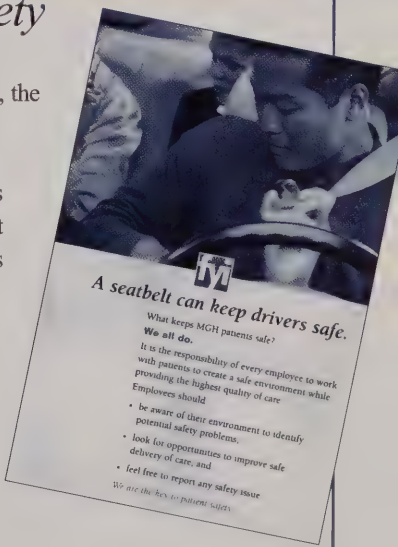
The highlight of the celebration was 10 special guests – transplant patients representing the 10 years the program has been in existence – who spoke about their personal experiences. The special guests were Robert Tudor, who was treated in 1993, Gretchen Clark from 1994, Mary Brainard from 1995, Ann Hartwell from 1996, Angela Buuck from 1997, John Bianco from 1998, Laila O'Keefe from 1999, Susan Zajonc from 2000, Kenneth Wernick from 2001, Patrice Maihos from 2002 and James Hill from 2003.

The program concluded with remarks from Bruce Chabner, MD, clinical director of the MGH Cancer Center. "Each of these stories reflects the courage and cooperation of patients and staff who have made this effort an outstanding success – a natural treasure," he said.

FYI poster addresses patient safety

To gear up for the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey this fall, the next in a series of FYI posters was distributed throughout the hospital this week.

One of the hospital's ways of communicating to MGHers the importance of patient safety, the poster's message is that it is the responsibility of every employee to work with patients to create a safe environment while providing the highest quality of care.


A seatbelt can keep drivers safe.
What keeps MGH patients safe?
We all do.
It is the responsibility of every employee to work with patients to create a safe environment while providing the highest quality of care.
Employees should
• be aware of their environment to identify potential safety problems,
• look for opportunities to improve safe delivery of care, and
• feel free to report any safety issue.
We are the keys to patient safety.

In addition to the posters, FYI papers covering a myriad of important hospital-related issues will be distributed throughout the summer leading up to the survey.

Recently, the MGH was notified by JCAHO that the hospital and laboratory surveys will occur from Sept. 15 through 19. The survey's daily schedule has not yet been completed by JCAHO but will be made available when received.

For more information about the FYI campaign, call Amy Moquin at (617) 724-2753.

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MGH HOTLINE

WHAT'S HAPPENING

Blood Donor Center sundae party

The MGH Blood Donor Center will offer free ice cream sundaes July 3 and 7 to MGH employees who donate blood or platelets on those days. Sundaes will be served from 10 am to 4:30 pm. Employees who donate between 8:30 and 10 am are welcome to make their sundaes later in the day. Donors on those days also will receive a free t-shirt. The Blood Donor Center is located in the Gray Lobby. For more information, call (617) 726-8177.

CRP hazmat training

The Clinical Research Program (CRP) and the MGH Safety Office are sponsoring hazardous materials training for clinical research personnel. The training session will be offered July 9, from noon to 1:30 pm in the Wellman 101 Conference Room. Kim Boleza, an MGH biosafety officer, will provide the training. This class is valid for both initial and biannual training. Registration is required. To register, visit *http://crnet.mgh.harvard.edu* or contact Alison Simmons at (617) 726-1669. For more information about the training, contact Kim Boleza at (617) 724-4579.

"Murder at Harvard" documentary

"Murder at Harvard," an hour-long documentary inspired by Simon Schama's book *Dead Certainties: Unwarranted Speculations,* will air July 14 at 9 pm on PBS, channel 2 in Boston. Based on the November 1849 murder of George Parkman, MD, by John Webster, a chemist at Harvard Medical College, the documentary interweaves reenactments with on-screen commentary from Schama. The murder took place in the Harvard Medical School Chemistry Lab, located near the present-day main entrance of the MGH. For more information, visit *www.pbs.org/amex/murder.*

HOPES seminars

The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer several seminars and support groups in July. Oncology pharmacists and nurses will offer "Chemotherapy: What You Should Know" July 2 and 9 at noon. Annabel Edwards, RN, will lead "Conversations about Cancer Pain" July 7 at 11 am. A "Parenting with Cancer" support group, led by child psychiatrists Paula Rauch, MD, and Nina Muriel, MD, and child psychologist Steve Durant, MD, will be held July 1 at 11 am. "Fathers Dealing with Cancer"support group will be held July 8 at 11 am, led by Durant. Eileen Joyce, MSW, an oncology social worker, will lead a caregivers support group July 3 at 1:30 pm. All events will be held in the Cancer Resource Room on Cox 1. Seminars and drop-in support groups are free, and no prior registration is required. For more information, call the Cancer Resource Room at (617) 724-1822 or the HOPES program at (617) 72-HOPES.

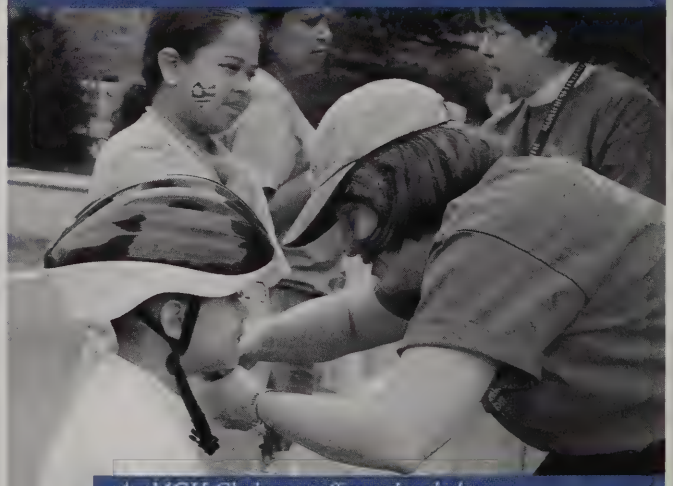
Senior HealthWISE seminar

The MGH Senior HealthWISE education seminar program will offer "Enhancing Life's Options" July 14, from 4 to 5 pm in the East Garden Dining Room. Robyn Rapoza, RD, LDN, CFNP, of Beacon Hill Best Health, will discuss nutrition, stress management and relationships. For more information, call (617) 724-6756.

Bike safety leads to summer safety

The MGH Chelsea HealthCare Center hosted its annual "Safety on Wheels, Safety in Summer" family fair and bike rodeo June 21 at the health center. Families from Chelsea and surrounding areas came to learn about home, water, fire, sun and car safety tips.

More than 170 children brought their bikes and helmets for an equipment safety check and participated in a raffle for a chance to win two girls and two boys bikes. Geoffrey the Giraffe, McGruff the Safety Dog and Polly Patches the clown entertained the crowd. The event was made complete with face painting, a hula-hoop contest and free slushies and ice cream.



An MGH Chelsea staff member helps a young cyclist don a safety helmet.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

July 3, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Here's to the heroes who make it happen

They are the employees who normally work behind the scenes ensuring that the operations of the MGH are smooth and successful. On June 24, Operations Support Staff Day recognized these unsung heroes.

The celebration honored staff members from the following areas: Anaesthesia, Biomedical Engineering, Buildings and Grounds, The Center for Comparative Resources, Environmental Services, Health Information Services, Images Hair Salon, Interpreter Services, Materials Management, Medical Information, Ambassadors, MGH General Store, MGH Photography Department, Nutrition and Food Services, Operating Room, Parking and Commuter Services, Patient Care Services, Police and Security, Safety Office, Sterile Processing, Telecommunications, Treadwell Library, Volunteer Services and the Warren Library.

The daylong event included a luncheon under the Bulfinch tent for day-shift employees, a dinner for evening-shift staff and boxed dinners in the East Garden Dining Room for all support staff members who work the midnight to 8 am shift. Each employee also received a raffle ticket, a Partners cooler lunch bag as well as an MGH drawstring shoulder pack.

A photo display in the Main Lobby highlighted facts about the departments and staff, many of whom have offered their talents and dedication to the MGH for years.

ADVANCES

Response to new faces varies by temperament

A key area in the brains of people who displayed an inhibited temperament as toddlers shows a greater response to new faces than does the same area in adults who were uninhibited early in life, according to an MGH report. The imaging studies of the amygdala – a part of the brain that responds to events requiring extra vigilance – appear in the June 20 issue of *Science*.

"Our findings both support the theory that differences in temperament are related to differences in amygdala function, something earlier technology could not prove, and show that the footprint of temperamental differences observed when people are younger persists and can be measured when they get older," says Carl Schwartz, MD, director of the Developmental Psychopathology Lab in the MGH Psychiatric Neuroscience Program, the paper's first author.

Temperament refers to a stable emotional and behavioral profile that is observed in infancy and partially controlled by genetic factors. One temperamental measure relates to a child's typical response to unfamiliar people, objects and situations and is described with terms such as shyness versus sociability, caution versus boldness or withdrawal versus approach.

The study participants were 22 young adults who had participated in studies in temperament by Jerome Kagan, PhD, professor of Psychology at Harvard and co-author of the study. Thirteen had been determined to

(Continued on Page 2)

In honor of a beloved physician: Brian McGovern, MD

After the terrible tragedy that took the life of renowned MGH cardiologist Brian McGovern, MD, on April 8, many in the MGH community and beyond have expressed interest in making contributions in his honor to the McGovern family. Below is a letter sent to McGovern's colleagues, friends and patients on behalf of the MGH Cardiac Arrhythmia Service that details how contributions can be made.

June 24, 2003

Dear Friends,

The entire Massachusetts General Hospital community continues to mourn the tragic death of one of our most respected and loved cardiologists, Dr. Brian McGovern. In the weeks since the shocking and senseless events of April 8, we have heard from many of Dr. McGovern's colleagues and patients, expressing their heartfelt sympathy and deep affection for this extraordinary physician and friend who cared for people with such exceptional expertise and kindness, and who touched all our lives in so many ways.

Many of you have contacted our office inquiring about how you might do something tangible to help Dr. McGovern's children. With that in mind, we have established the McGovern Family Fund. This fund will be placed in the trusteeship of Brian's wife, Anne, to be used to help meet the financial needs of the McGovern family. We hope that you will contribute generously toward ensuring a secure future for Brian's daughters as a tribute to the selfless devotion Brian offered to all his patients and colleagues during his more than two decades of service at MGH.

Your contribution should be made payable to: McGovern Family Fund (acct# 9420779322) and sent directly to:

Fleet Bank
The McGovern Family Fund
165 Cabot Street
Beverly, MA 01915

On behalf of all us who worked closely with Brian over these past 23 years, we thank you for your thoughtfulness and generosity.

Sincerely,
Jeremy Ruskin, MD
On behalf of all of the members of the MGH Cardiac Arrhythmia Service

District attorney issues report on April shooting at MGH

Suffolk County District Attorney Daniel F. Conley released a final report June 26 about the investigation into the fatal double shooting that took place at the MGH April 8. The report concluded that Colleen Mitchell, 51, a secretary/receptionist in the Cardiac Arrhythmia Center, entered the office of Brian McGovern, MD, at 10 am. She fatally shot him and then fatally shot herself. The report also said that the investigation did not determine a motive for the shooting.

According to the report, the investigation found that Mitchell had legally purchased a .38 caliber five-shot Taurus revolver in December 2000 in Hampton, Va., although she did not have a license to carry the gun in Massachusetts.

After a search of Mitchell's apartment, police recovered 40 rounds of .38 caliber ammunition, a gun-cleaning kit, personal papers, as well as a prescription bottle for Wellbutrin and another for Zoloft – two common antidepressant drugs.

The district attorney's report also refuted unsubstantiated rumors about motives for the incident – one was that McGovern had caught Mitchell stealing drugs from the hospital and had confronted her, and the other was that McGovern and Mitchell had a personal relationship. "I can tell you that the investigation by this office and Boston police collected a great deal of professional and personal information about Dr. McGovern and Colleen Mitchell, and there is absolutely nothing that suggests that there was a personal relationship between the two," said Conley in the report.

Conley added: "We do not conclusively know the motive for the shootings, and we never may. But I can tell you that based on everything we know, Dr. McGovern was a highly respected physician, a good husband and a caring father."

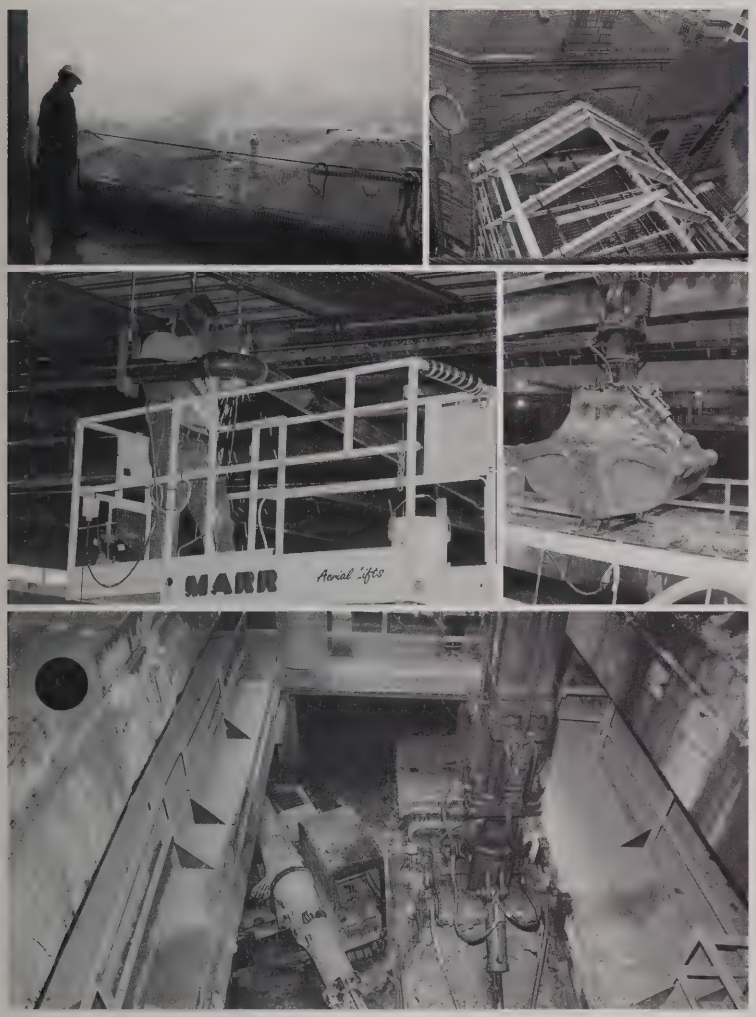
The McGovern family also released a statement about the conclusion of the investigation. "We wish to thank our families, friends and colleagues for all their kindness, love and support. We express our gratitude to the Boston police for conducting a thorough investigation, and to all those at the MGH who have been so supportive of our family. Not least, we enormously appreciate the countless, most moving messages of condolence and tribute from Brian's patients, friends and colleagues." ●

— *Response to new faces*

(Continued from Page 1)

be inhibited as infants, and nine were categorized as uninhibited. In the current study, functional MR images were taken while participants viewed a random series of six faces that were presented several times. They then viewed a larger number of faces, some of which were totally new and some that were repeated from the first phase.

While some increase in amygdala response to strange faces is normal, the inhibited participants showed a significantly greater response to the unfamiliar faces than did the uninhibited participants. The report's other MGH authors are Scott Rauch, MD, director of psychiatric neuroimaging; Christopher Wright, MD; and Lisa Shin, PhD. ●



Yawkey Center grows from top to bottom

From the outside, a major portion of construction on the Yawkey Center for Outpatient Care seems well under way, but on the inside the building continues to grow six stories underground. Currently, the sixth and final level of the underground parking garage, which will be able to hold 697 cars when complete, is being excavated and is expected to be completed by September. At the same time, concrete flooring has been poured, fireproofing of the steel structure has reached the eighth floor, and the exterior curtain wall is being erected. Finally, piping and heating, ventilation and air conditioning ductwork has begun, and large pieces of air-handling equipment are being lifted onto the roof.

Planning also continues for those departments that will occupy the Yawkey Center. Department representatives and members of the Planning Office are finalizing an equipment list, making furniture selections, working on logistics of the move and planning information systems. Space allocation, staffing requirements and code call response logistics also are in the planning stages.

The Yawkey Center for Outpatient Care is expected to open in the fall of 2004.

Fore: The Durant Fellowship golf tournament tees off

MGHers were in full swing June 16 at this year's annual Thomas S. Durant, MD, Golf Tournament, held at the Oyster Harbors Club in Osterville, Mass. The tournament is held to honor the beloved MGH physician and his legacy of helping those less fortunate from around the world.

The tournament raised more than $50,000 for the Thomas S. Durant Fellowship for Refugee Medicine program, which sponsors health care professionals to serve refugee populations and victims of humanitarian and natural disasters.

Throughout his lifetime, Durant traveled to some of the world's most troubled places to bring food, supplies and medical expertise to refugees in war-ravaged countries.The fellowship was created in honor of Durant, who served as assistant director of the MGH for more than 30 years.

This year's tournament featured many MGH players – including Peter L. Slavin, MD, president of the MGH; David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization; and Laurence Ronan, MD, of MGH Internal Medicine Associates and director of the Durant Fellowship.

"Many of the golfers today knew Dr. Durant personally and probably were helped by him at one time or another," says Ronan. "Their participation and generous financial contributions to our fellowship allows the MGH to continue Dr. Durant's extraordinary legacy. He served as an inspiration to all of us with his humanitarian work. The fellowship celebrates Dr. Durant's life and contributions by placing MGH health care workers in refugee camps where they are most needed."

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MGH HOTLINE

WHAT'S HAPPENING

Vincent Club singers to perform

The Vincent Club singers will perform for the MGH community July 9 from 5:30 to 6 pm in the Main Lobby near Coffee Central. Patients, family members and staff are invited to attend.

MGH Family Care program

MGH Social Services will host an information table about the MGH Family Care Program July 10, from 7 am to 3 pm in the Eat Street Café entrance. The Family Care Program offers disabled adults who cannot live alone the opportunity to remain in the community and live with a family. Information packets will be offered, and staff will be available to answer questions.

Bone marrow donor drive

The MGH Bone Marrow Transplant Program, in conjunction with the physician assistant students at Northeastern University, will hold a bone marrow donor drive July 25, from 10 am to 3 pm in the Main Lobby for anyone who would like to become part of the National Marrow Donor Program's donor list. For more information, contact Deborah Yolin at (617) 724-1124 or send an e-mail to *dyolin@partners.org.*

HOPES seminars

The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer several seminars and support groups in July. Annabel Edwards, RN, will lead "Conversations about Cancer Pain" July 7 at 11 am. "Fathers Dealing with Cancer" support group will be held July 8 at 11 am, led by Steve Durant, EdD, child psychologist. Oncology pharmacists and nurses will offer "Chemotherapy: What You Should Know" July 9 at noon. Research nurses Eileen Regan, RN, and Karleen Habin, RN, will lead "Clinical Trials ... What You Should Know" July 10 at noon. "Ask the Dietitian," led by Susan Landry, MS, oncology dietitian, will be held July 11 at 12:30 pm.

All events will be held in the Cancer Resource Room on Cox 1. Seminars and drop-in support groups are free, and no prior registration is required. For more information, call the Cancer Resource Room at (617) 724-1822 or the HOPES program at (617) 72-HOPES.

CRP hazmat training

The Clinical Research Program (CRP) and the MGH Safety Office are sponsoring hazardous materials training for clinical research personnel. The training session will be offered July 9, from noon to 1:30 pm in the Wellman 101 Conference Room. Kim Boleza, an MGH biosafety officer, will provide the training. This class is valid for both initial and biannual training. Registration is required. To register, visit *http://crnet.mgh.harvard.edu* or contact Alison Simmons at (617) 726-1669. For more information about the training, call Kim Boleza at (617) 724-4579.

Brush up on computer training skills

Partners Information Systems Training now has released the summer computer workshop training schedule for Microsoft Office applications. Classes are available for Microsoft Word, PowerPoint, Excel and Access. For more information, visit *http://is.partners.org/training* for schedules, course descriptions and online registration. Schedules and registration forms also are available by calling (617) 724-1240.

Bloodmobile at CNY

The MGH Bloodmobile will be at CNY Building 149 July 16 from 8:30 am to 2 pm. All donors will receive a T-shirt. To schedule an appointment to donate blood, contact Susan Murphy at (617) 724-6518 or send an e-mail to *smurphy4@partners.org.*

Blood Donor Center sundae party

The MGH Blood Donor Center will offer free ice cream sundaes July 7 to MGH employees who donate blood or platelets. Sundaes will be served from 10 am to 4:30 pm. For more information, call (617) 726-8177.

GCRC awarded grant

The General Clinical Research Center (GCRC) recently was awarded a competitive National Institutes of Health renewal grant, which will allot $4 million per year to the institution for the next five years.

The money from the grant will allow expansion and renovation of the GCRC research facilities. In addition to the inpatient and outpatient facility located on White 13, the GCRC also will be adding new outpatient centers at the Massachusetts Institute of Technology and a new bioimaging core facility at CNY.

The goal of the GCRC is to provide clinical research facilities for medical scientists who conduct patient-focused research. The investigations carried out at the GCRC can include studies of normal and abnormal human physiology and studies of the cause, prevention, progression, control and cure of diseases that afflict individuals of all ages.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

July 11, 2003

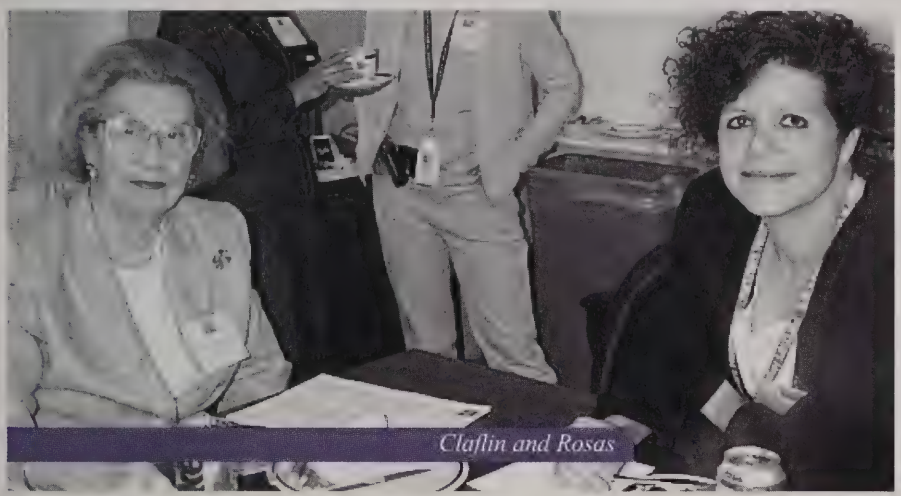
MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Claflin Awards offer support to women faculty

From a competitive field of applicants, six MGH women faculty members were selected to receive the 2003 Claflin Distinguished Scholar Award. The purpose of the award is to provide bridge funding for junior women faculty with family responsibilities to help them sustain their research productivity. The Claflin Award is a two-year, $30,000 grant.

This year's recipients of the Claflin Award are: Marylyn M. Addo, MD, PhD, of MGH Medicine; Naomi M. Simon, MD, of MGH Psychiatry; Sanja Sever, PhD, of MGH Medicine; Herminia Diana Rosas, MD, of MGH Neurology; Alice Flaherty, PhD, of MGH Neurology; and Paola Divieti, MD, PhD, of MGH Medicine. These women, along with past recipients of the award, were honored at a celebratory luncheon June 2 hosted by Jane Claflin and the Office for Women's Careers.



Claflin and Rosas

In 1993, the Women in Academic Medicine Committee, originally chaired by Honorary Trustee Jane Claflin, established the award to help support the academic careers of women in science at the MGH. Recognizing that a significant obstacle to career advancement was the difficulty of maintaining research productivity during child-rearing years, the committee, with the sponsorship of the Executive Committee on Research (ECOR), established the Claflin Awards in honor of Jane Claflin. The grant is intended to increase opportunities for women aiming to advance to senior positions in academic medicine. ●

Timilty Science Connection receives grant from Howard Hughes Medical Institute

Science Connection, a program designed to encourage middle school students to explore science as a possible career, has been awarded a major science education grant from the Howard Hughes Medical Institute (HHMI). Part of a longstanding collaboration between the MGH and the James P. Timilty Middle School in Roxbury, Science Connection is designed to enhance the science literacy of middle school students, develop their lifelong appreciation of science, improve their critical thinking abilities and motivate them to pursue health or science careers.

The four-year award of almost $450,000 will help Science Connection broaden its impact among Timilty students – expanding its mentoring and science fair activities to initiate a model professional development program designed to enrich science education for all Timilty students. This award is a renewal of HHMI support for Science Connection; the institute contributed $300,000 to the program in 1999. The program is one of 19 awardees chosen from almost 300 scientific institutions invited to apply for nearly $10 million in HHMI grants.

"The Timilty Partnership continues to add value to the hospital's mission," says Candace Burns, director of Boston Public School Partnerships for the MGH. "We are pleased that HHMI recognizes and has agreed to support the Science Connection for another four years. As we move toward building upon our past successes, we look forward to working together with the school's administration, teachers, students and families to offer new programs that will both enrich and enhance science education at the Timilty School." For almost 14 years, Science Connection has matched Timilty students interested in science with MGH mentors, who

(Continued on Page 2)

State lawmakers urged to stop cuts to Medicaid

Some 560 MGH and BWH physicians recently called on state lawmakers to put a halt to further budget cuts in the state's Medicaid (MassHealth) Program. On June 3, the doctors signed a letter to all 159 members of the Massachusetts House and Senate saying further MassHealth cuts will have "devastating consequences for our most vulnerable residents." When Gov. Romney signed the state budget June 30, he did not make further changes to the health care provisions of the state's budget.

Led by David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization (MGPO), and Peter L. Slavin, MD, president of the MGH, the MGH physicians spoke out against MassHealth budget cuts – but also offered their help in identifying ways to reduce Medicaid spending without "eroding patient access to needed medical care." The physicians wrote that: "...further MassHealth cuts will have devastating consequences for our most vulnerable residents, preventing many of our poorest residents from accessing primary and preventive health care. We know from experience that patients in such circumstances delay needed medical care, with adverse consequences for their own health and livelihoods, as well as increased strain on the physicians, nurses and medical personnel in our emergency departments and urgent care settings."

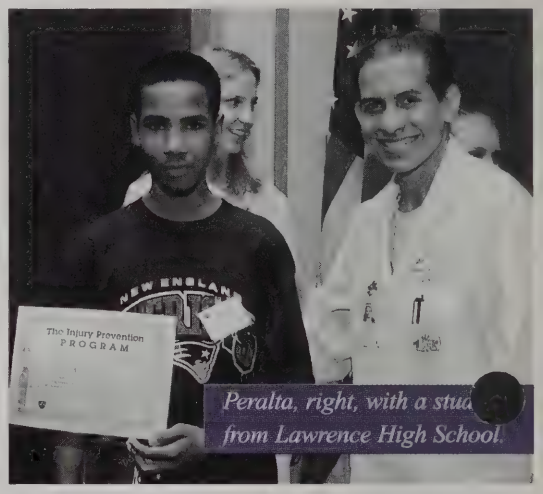
Medicaid accounts for one-quarter of the state's $23 billion annual budget and provides coverage for approximately 1 million Massachusetts residents, some 15 percent of the state's population. Approximately 70 percent of Medicaid spending covers the disabled and elderly patients in nursing homes. Prescription drugs are the fastest growing component of Medicaid spending.

Minority students attend MGH's Injury Prevention and Vocational Program

The MGH recently welcomed students from Lawrence High School for the second annual Injury Prevention and Vocational Program for minority high school students.

Ruben Peralta, MD, of the MGH Department of Surgery, Trauma and Surgical Critical Care, organized the program to promote injury prevention, health education and public health service among minority high school students. The students' visit included a tour of the MGH and Shriners Burns Institute, a historic overview of the MGH in the Ether Dome, and a presentation about the hospital's community service programs. The students also heard a series of lectures and discussions on injury prevention and careers in the medical field, conducted by staff from Harvard Medical School, Shriners and the MGH.

For more information about the program, contact Peralta at (617) 726-9591. ●



Peralta, right, with a stud from Lawrence High School.

— Timilty Science Connection receives grant

(Continued from Page 1)

meet with the students on a regular basis and focus on the students' preparation of science fair projects. The projects are not only presented at the school's annual science fair, but some of the best have been displayed at the hospital or have gone on to the competitive Boston citywide science fair.

With the new HHMI funding, Science Connection will be able to extend a new Science in the Classroom model to all of the Timilty's sixth-grade students, establish a classroom-centered professional development program and involve Timilty science teachers in mentoring and training future science teachers. It is anticipated that almost 900 students will benefit during the next four years from the expanded Science Connection, compared with 200 who have participated in the program in the past. The program also will involve several participating Timilty teachers, as well as more than 200 MGHers serving as mentors, science fair judges or teaching partners.

During the years of the MGH/Timilty Partnership, the school has become the most frequently selected middle school in Boston's choice-driven assignment system. Its students now have the highest acceptance rate into the city's prestigious examination schools.

"I am very excited about this additional support for the Science Connection, which is a foundation for our science education activities," says Valeria Lowe-Barehmi, principal of the Timilty Middle School. "The partnership we have with MGH has helped us de[illegible] from a small demonstration project to our current program, in which all students prepare science fair entries; and we are seeing the results of these activities on our students' MCAS tests. We could not have made this progress without the classroom and outside support provided to our students and teachers by the Science Connection." ●

Partners Night at the Pops 2003

The sixth annual Partners Night at the Pops: *A Celebration in Honor of Our Physicians,* was held June 27. Led by Principal Guest Conductor Bruce Hangen, the Boston Pops treated an audience of more than 1,000 Partners physicians and their guests to an exciting mix of show tunes, Irish jigs and reels, and standard Pops fare. A highlight of the evening was the physician talent segment, during which six fun-loving physicians joined Maestro Hangen on stage to perform Leopold Mozart's Toy Symphony.

Armed with instruments such as the triangle, cuckoo, rattle, trumpet and drums, the physicians-turned-musicians followed the cues of three conductors – two of whom were clad in surgical scrubs, caps and masks – and performed an enthusiastic rendition of the classical composition. The performance was so well received they were persuaded to play an encore, only this time they used hospital-themed instruments, such as a bedpan drum and plastic urinal rattles. Both renditions were met with appreciative rounds of applause.

Hangen, center, with Partners physicians who played with the Boston Pops.

PrimeCare program supports elders and their caregivers

As the aging population continues to grow, caring for elders has become a complex issue. Families and friends have become for many elders their caregivers and are faced with the challenge of providing medical care in the face of dwindling resources because of continued reductions in Medicare-paid services.

To help address this issue, the MGH and the Massachusetts General Physicians Organization (MGPO) recently launched a program that offers care management services to elderly patients and their families. Called PrimeCare, the program provides many services – such as consultation and assessment to promote health, wellness and independence for elders; care coordination and advocacy with health care and other support service providers; management of risk associated with elder infirmity and debility; and education and assistance with assisted living, other long-term care options and medical/long-term care insurance plans.

Joanne Wooldridge, RN, an MGH case manager and clinical director of the program, says that the program is designed to give concrete and reliable support to caregivers by providing guidance, resources and care coordination to help them maximize and enhance the elder's independence and quality of life. In addition, services are meant to help families and friends make cost-effective, quality-driven decisions when they need to purchase medications, health care services or equipment while trying to maximize paid benefits under the insurance coverage they have. PrimeCare services may be covered by long-term care insurance.

"We hope this program will be a valuable resource to all members of the MGH community and are especially hopeful that it will facilitate the efforts of our physicians and clinical staff who strive to provide high-quality care by supporting them with a much-needed avenue of assistance for elders and their families who are struggling to keep it together," says Wooldridge.

An advisory board comprising health care professionals, attorneys and consumers is guiding the direction of PrimeCare.

For more information about the program, call Joanne Wooldridge at (617) 726-4488, or send e-mail to *jwooldridge@partners.org.*

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MGH HOTLINE

WHAT'S HAPPENING

Bloodmobile at CNY
The MGH Bloodmobile will be at CNY Building 149 July 16 from 8:30 am to 2 pm. All donors will receive a free T-shirt. To schedule an appointment to donate blood, contact Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org*.

CRP training seminar
The Clinical Research Program is sponsoring "Conducting FDA-Regulated Research" July 23 from 8 am to 5 pm in the Wellman 101 Conference Room. This course does not address NIH studies nor MGH-specific policies and is most appropriate for coordinators and research nurses with less than six months experience. Registration is required. To register, visit *http://crnet.mgh.harvard.edu* or call (617) 726-1669.

Clinical Pastoral Education Program fellowships
Fellowships now are available for the winter 2004 MGH Clinical Pastoral Education Program. The program is open to individuals from any discipline who work directly with patients and/or families in a health care setting, and who wish to integrate spiritual caregiving skills into their professional practice. Six Kenneth B. Schwartz Fellowships in Pastoral Care will be awarded to caregivers from nonpastoral disciplines, and two Spiritual Caregiver Fellowships will be awarded to MGH registered nurses who are in direct caregiver roles and have a minimum of two years of nursing experience. The program is part-time and will run from Jan. 5 through May 17, 2004. Sessions will be held every Monday, from 9 am to 5 pm. Additional hours will be negotiated for the clinical component. All applications are due by Sept.1. For more information or to receive an application, contact the MGH Chaplaincy at (617) 726-2220.

Design and conduct of clinical trials course
The Educational Unit of the Clinical Research Program (CRP), in collaboration with the MGH Cancer Center, will offer an intensive course "Design and Conduct of Clinical Trials" Mondays and Thursdays in September and October from 5 to 6:15 pm in the Trustees Conference Room. The course will survey the theory and practice of clinical trials, review design and conduct of clinical research and help participants develop effective clinical trials. The course is aimed toward second-year fellows and junior faculty. The course fee is $200. Enrollment is limited and registration is required. For more information or to register, visit *http://crnet.mgh.harvard.edu* or call the CRP at (617) 726-1669.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Enhancing Life's Options" July 14. Robyn Rapoza, RD, LDN, CFNP, of Beacon Hill Best Health, will discuss nutrition, stress management and relationships. On July 28 members of the MGH Ethics in Clinical Practice will offer "Can You Hear Me Now? How to Keep Your Voice in Health Care Decision Making." This seminar will focus on advanced directives and health care proxies. Both seminars will take place from 4 to 5 pm in the East Garden Dining Room. For more information, call (617) 724-6756.

MGH Gift and Flower Shop receives top award

The 2003 Reader's Choice Awards recently voted the MGH General Store and Flower Shop as the best gift shop in Boston.

Community Newspaper Company – the organization that publishes many community newspapers throughout eastern Massachusetts – recently offered a survey with more than 70 categories to readers who voluntarily nominated their favorites. Ballots were tallied by an independent consulting company, and the results were published in the June 2003 Reader's Choice Award supplement.

A list of all the winners can be found at *www.townonline.com/choice*.

Employees of the MGH General Store.

Submit news tips and story ideas to the *MGH Hotline*

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Christine Johanson, staff writer at (617) 726-0275;
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July 18, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

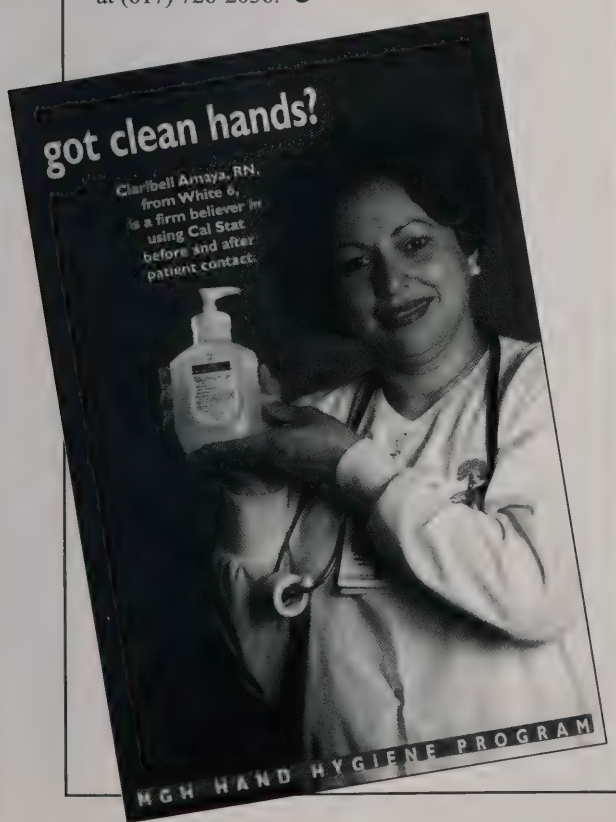
Got clean hands?

While famous celebrities have garnered national attention by appearing in "Got milk?" advertisements, some MGHers are getting attention around the hospital in a similar way with the latest poster from the MGH Hand Hygiene Program that asks the question: "Got clean hands?"

Five employees – from clinical and nonclinical departments – are featured in the posters that were distributed throughout the hospital last week. These employees feel strongly about the message – to practice good hand hygiene before and after patient contact by using CalStat, the waterless hand disinfectant available throughout the hospital.

The posters feature Claribell Amaya, RN, from White 6 *(shown below);* Bill Banchiere, from Environmental Services; Valerie Cleverdon, from Nutrition and Food Services; Ethan Korngold, MD, from Medicine; and Gail Ricci, RN, from the General Clinical Research Center.

The posters primarily are displayed on inpatient units in display holders meant specifically for the Hand Hygiene Program. For more information about the program, call the Infection Control Unit at (617) 726-2036. ●


got clean hands?
Claribell Amaya, RN, from White 6, is a firm believer in using Cal Stat before and after patient contact.
MGH HAND HYGIENE PROGRAM

MGH ranks fourth in *U.S. News'* best hospitals list

In what has become an anticipated annual event, the *U.S. News & World Report's* "America's Best Hospital's" honor roll has been published, ranking the MGH fourth in the nation. BWH also made the hospital honor roll, ranking 12th. Johns Hopkins Hospital in Baltimore was ranked first overall, the Mayo Clinic in Rochester, Minn., ranked second and UCLA ranked third.

MGH Psychiatry again ranked first in the psychiatry category for the eighth year in a row, and the hospital had a number one ranking in the kidney disease category for the third year. Below is a complete list of the MGH rankings in the areas of specialty:

Cancer	26
Digestive disorders	4
Geriatrics	4
Gynecology	6
Heart and heart surgery	5
Hormonal disorders	2
Kidney disease	1
Neurology and neurosurgery	2
Orthopædics	3
Pediatrics	16
Psychiatry	1
Respiratory disorders	5
Rheumatology	7
Urology	8

Other Partners institutions that ranked in their area of specialty include McLean Hospital, ranking fourth in psychiatry, and Spaulding Rehabilitation Hospital, ranking ninth in rehabilitation. The Dana-Farber Cancer Institute, which collaborates with the MGH and BWH in Dana-Farber/Partners CancerCare, ranked fourth in the cancer category. In addition, Massachusetts Eye and Ear Infirmary, a sister institution of the MGH, ranked second in the ear, nose and throat category and fourth in eye care.

The annual publication of the honor roll has become a resource for the general public in choosing hospitals for medical care. The listed hospitals were chosen based on reputation, mortality rates and clinician surveys.

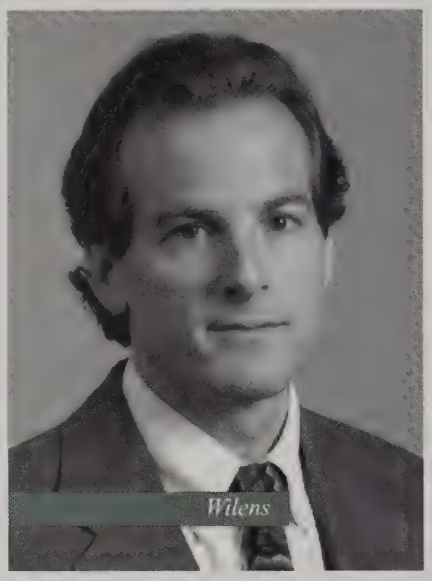
The MGH and BWH have been among the leading institutions since the publication began conducting the survey in 1990. The honor roll will appear in the July 28 issue of *U.S. News & World Report,* which will be available on newsstands July 21.

For more information about the "Best Hospitals" issue, visit www.usnews.com.

ADVANCES

Studies focus on diagnosis, treatment for adults with ADHD and bipolar disorder

Two studies from MGH researchers address the challenges of diagnosing and treating individuals with both attention-deficit hyperactivity disorder (ADHD) and bipolar disorder (BPD). Published in the July issue of *Biological Psychiatry,* one report clearly identifies symptoms of both disorders in study participants, supporting the theory that some individuals truly suffer from both disorders. The second study finds that the antidepressant bupropion may be helpful in treating those with both ADHD and BPD.


Wilens

"The question of whether ADHD and BPD can exist together has been controversial, with some believing that such diagnoses reflected particularly bad ADHD or that the manic symptoms of bipolarity were simple hyperactivity," says Timothy Wilens, MD, of the MGH Pediatric Psychopharmacology Unit, lead author of both papers.

In the first study, adult patients who had come to the MGH to participate in ADHD clinical trials went through an extensive clinical assessment of psychiatric symptoms. Of those evaluated for this study, 51 met full criteria for ADHD diagnosis, and 24 of them met criteria for both ADHD and BPD. Along with their BPD symptoms, participants with both disorders had a greater number of ADHD symptoms than those with ADHD alone. Sixty percent of those with both disorders reported having BPD symptoms starting at a young age.

Bupropion – an atypical antidepressant – is already used to treat individuals with ADHD and to treat depressive symptoms in BPD. During the six-week study period, 30 participants diagnosed with both disorders began taking a daily 100 mg. dose and increased their dosage to a maximum of 200 mg given twice daily. Most of the study participants showed significant improvement in their symptoms of both disorders, with 70 percent reporting that symptoms were "much improved" or "very much improved." Further research is needed to confirm the study's findings.

"I have followed a number of those participating in this study," Wilens says, "and they have noted major life changes associated with improved functioning and well-being. Many went from being incapacitated and unable to sustain relationships to being employed and reporting improved relationships and overall well-being."

Wilens' coauthors for the first study are Joseph Biederman, MD; Janet Wozniak, MD; Samantha Gunawardene, Jocelyn Wong and Michael Monuteaux. The second study was coauthored by Biederman, Jefferson Prince, MD; Thomas Spencer, MD; Stephaine Van Patten; Robert Doyle, MD, DDS; Kristine Girard, MD; Paul Hammerness, MD; Sarah Goldman and Sarah Brown. ●

First Haddad lecture

The first Ernest M. Haddad Lecture in Medical Ethics, "Crossing the Quality Chasm in Health Care," took place June 26 in the O'Keeffe Auditorium. More than 100 MGHers attended to hear speaker Harvey Fineberg, MD, PhD, president of the Institute of Medicine (IOM), discuss the IOM's recent publications focused on safety and quality. Fineberg described how institutions across the country are enhancing systems and processes that help ensure safe care.

The Ernest M. Haddad Lecture series was created by the MGH Office of the President in recognition of Haddad, who served as the general counsel at the MGH and Partners HealthCare for 21 years. He now is at Boston University School of Law, where he served as a faculty member and dean from 1966 to 1971.

According to Christopher Clark of the Partners Office of the General Counsel, Haddad was instrumental in many key developments at the MGH during those years and created a full-service legal office that continues to provide legal support to the MGH and Partners. Haddad was particularly known for setting the highest standards of ethics and conduct, as evidenced by his leading role in developing a comprehensive code of conduct and conflict of interest policy for both the MGH and Partners. It was in recognition of this aspect of his work at the MGH that this lecture series was dedicated to him.

Haddad

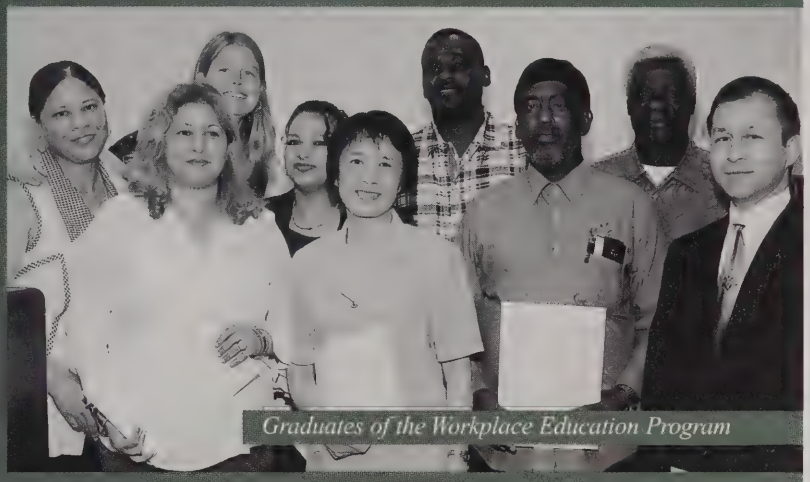
MGH HOTLINE

A celebration of educational achievement

More than 160 supervisors, co-workers, family members and friends gathered at the MGH Workplace Education Program's eighth annual "Celebration of Achievement" ceremony held July 11. Hosted by Carlyene Prince-Erickson, manager of MGH Training and Workforce Development, the event recognized MGHers who completed either a literacy class, one of four levels of English as a Second Language conversation classes or an adult basic education class provided on-site at the hospital. The majority of those who participate in the program are support service staff who come from other countries and are new to speaking English or who never had the opportunity to take an English class.

In a moving ceremony that featured Jean Elrick, MD, senior vice president for Administration, 110 MGH employees were honored, and selected students read samples of deeply personal writings in their new language. Noura Nibela from Environmental Services said, "My job at the MGH is so important for me now because I can go to school to learn more English. I also can understand people better and can make some plans for realizing my dreams in the future." Each student received a certificate and a yearbook, which contained writings from each of their fellow graduates.

The program is sponsored by MGH Human Resources, in conjunction with Environmental Services, Food and Nutrition Services and Patient Care Services. In addition, nearly a dozen other MGH departments provide guest speakers and other resources for the classes. Eleven volunteers, who assisted with such tasks as conducting small study groups to prepare for citizenship, also were honored at the ceremony.



Graduates of the Workplace Education Program

Instruction is provided by staff from Jewish Vocational Service, a nonprofit educational and refugee resettlement agency based in Boston. For more information about the program, contact MGH Training and Workforce Development at *MGHtraining@partners.org* or call Jane Ravid at (617) 724-3976.

An icy plunge with a purpose

Perhaps the icy cold water was a little more fitting for polar bears, but that didn't stop the Humarock Hurricanes from taking a plunge New Year's Day to raise money for lung cancer research at the MGH.

When the clock struck noon, the fifth annual New Year's Day dip drove scores of people into the frigid water of Humarock Beach in Scituate, Mass. This year's event raised more than $10,000, which was donated to the molecular epidemiology of lung cancer research project, led by David Christiani, MD, of the MGH Pulmonary and Critical Care Unit.

The annual event was coordinated by Geri McEachern, whose brother, Brian, a Boston firefighter for more than 30 years, died from lung cancer in 2000 at the age of 57. McEachern herself donated $1,000 to the project. "Our mission is to help raise awareness about issues pertaining to lung cancer and support the research that is essential to understanding and eliminating this disease," she says.

"I was delighted that the group chose to raise money for my research," says Christiani. "The funds help to enhance work on lung cancer prevention and control that are not covered by the NIH-funded portions of the project. I applaud the efforts of these supporters to draw more attention to lung cancer research." For more information, visit *www.Humarock.net*.

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MGH HOTLINE

WHAT'S HAPPENING

Annuity fairs and financial planning workshops
The Partners Benefits Office will host two tax-sheltered annuity fairs July 29, from 7:30 am to 4 pm, at CNY Building 149 in the Research Affairs Conference Room, and July 30, from 7:30 am to 4 pm, in the Wellman Conference Room. Representatives from Fidelity, TIAA-CREF and Vanguard will be available to answer questions. There also will be a financial planning workshop July 28 at noon in the O'Keeffe Auditorium and July 31 at noon, at CNY Building 149 in the seventh floor auditorium. For more information, contact Patrick Tan at (617) 726-6534.

School-age Vacation Club
The MGH Backup Child Care Center will offer two School-age Vacation Club sessions in August. The first session will run from Aug. 18 to 22, and the second will run from Aug. 25 to 29. All employees' children, from kindergarten completion to 12 years of age, are eligible to participate in the program. Activities will include a tour of Fenway Park and swimming lessons at the Clubs at Charles River Park. Reservations for full-time enrollment currently are being accepted. Part-time enrollment will begin July 21. Full-time enrollment is $275 per week, and part-time enrollment is $60 a day. For more information, call (617) 724-8414.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Can You Hear Me Now? How to Keep Your Voice in Health Care Decision Making" July 28, from 4 to 5 pm in the East Garden Dining Room. Members of the MGH Ethics in Clinical Practice Committee will focus on advanced directives and health care proxies. For more information, call (617) 724-6756.

Clinical Research Program training seminar
The Clinical Research Program is sponsoring "Conducting FDA-Regulated Research" July 23 from 8 am to 5 pm in the Wellman 101 Conference Room. Marianne Dyke, education manager for the Center for Clinical Investigation at BWH, will focus on the basic duties of research nurses/coordinators involved in investigational drug or device studies. There is a fee for this course, and enrollment is limited. Registration is required. To register, visit *http://crnet.mgh.harvard.edu* or call (617) 726-1669. CEUs will be awarded to registered nurses.

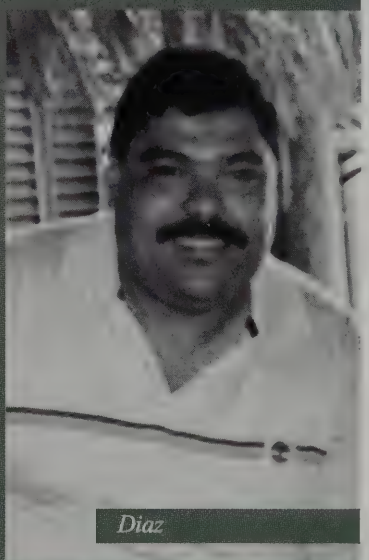
AMMP scholarship deadline
The AMMP scholarship application deadline is Aug. 15. Current employees of Partners, MGH and Spaulding Rehabilitation Hospital are eligible to compete for the 2003 academic year. For more information or to receive an application, send e-mail to Marketa Wills, MD, at *mwills@partners.org* or call Yolanda Alston at (617) 724-2212.

Bone marrow donor drive
The MGH Bone Marrow Transplant Program, in conjunction with physician assistant students at Northeastern University, will hold a bone marrow donor drive July 25, from 10 am to 3 pm in the Main Corridor for anyone who would like to become part of the National Marrow Donor Program's donor list. For more information, contact Deborah Yolin at (617) 724-1124 or send e-mail to *dyolin@partners.org*.

Awarding excellence in memory of a beloved employee

An award recently was established in memory of Ricardo Diaz, the Buildings and Grounds employee who died Feb. 18 while plowing snow from the sidewalks around the hospital during a blizzard. Diaz was a respected employee who was sensitive to the needs of others.

An award of $1,000 will be given to the outstanding nominee who best represents the qualities Diaz demonstrated during his 12 years at the MGH. All MGHers who have worked at the hospital for at least two years and currently are in a general support service or a skilled trade job are eligible. The deadline for nominations is at 3 pm Aug. 15. For more information or to receive a nomination form, visit *http://is.partners.org/hr/affiliates/mgh*.



Diaz

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***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

July 25, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Toronto's Delgado a big hit at MGH

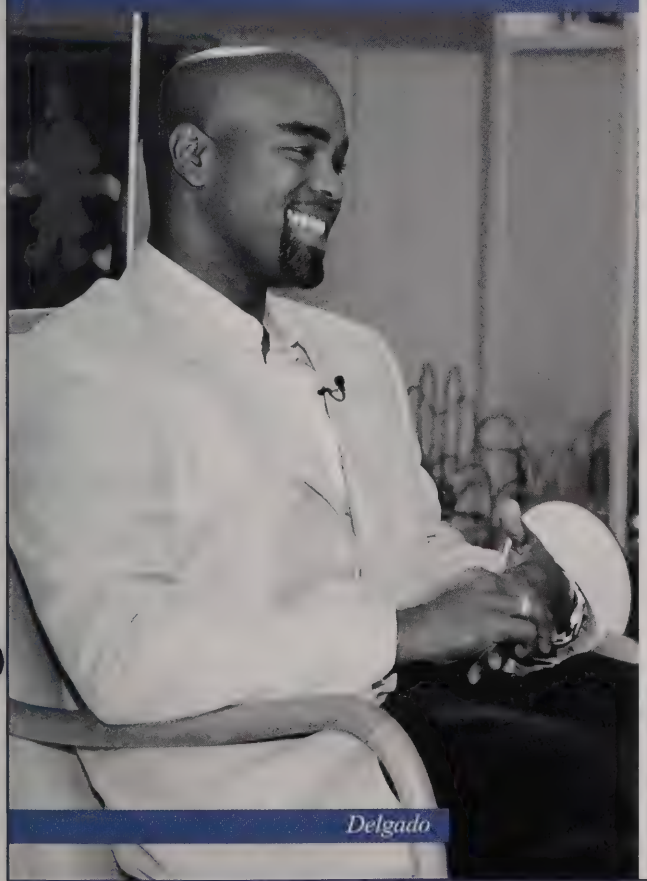
Carlos Delgado, first baseman for the Toronto Blue Jays, has many fans. This was apparent July 18 when he visited the MGH and autographed baseballs in the Pediatric Intensive Care Unit on Ellison 3.

But Delgado is a fan too. His visit to the hospital while he was in town to face off against the Red Sox was to show his unflagging support of a special collaboration between the MGH and his hometown of Aguadilla, a city on the west coast of Puerto Rico.

The hospital's collaboration comes in the form of a telemedicine connection between the Partners Telemedicine program and the Buen Samaritano Hospital (BSH) in Aguadilla.

Since April 2001, this collaboration has been spearheaded by Ernesto Gonzalez, MD, a long-time dermatologist and physician leader at the MGH, who also hails from Aguadilla.

(Continued on Page 3)



Delgado

They're back: Countdown to JCAHO

Time may fly when you're having fun, but MGHers know that time also flies when you're busy planning. It's been three years since the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) surveyed the MGH, and the hospital is once again preparing for the intensive review. The survey, which includes a comprehensive review of hospital programs, policies and procedures, as well as lab surveys, will take place Sept. 15 through 19.

JCAHO is a nonprofit organization that evaluates and accredits more than 19,000 health care organizations in the United States. The goal of JCAHO is to help improve the quality of medical care by accrediting health care organizations that are deemed to meet specific standards after completion of a thorough inspection.

JCAHO performs full hospital surveys once every three years, with lab surveys and unannounced surveys conducted in between. Full hospital surveys typically last three to five days, during which several surveyors visit clinical and procedural areas. Surveyors also may interview staff about a variety of hospital topics.

How is the MGH preparing for the survey? For the past year, the JCAHO steering task force, led by Maryanne Spicer, director of MGH Corporate Compliance, has been busy preparing the hospital and its employees for the upcoming survey. The task force is a multidisciplinary committee that works to inform employees about changes in JCAHO's standards and new areas of emphasis. According to Spicer, the hospital and its employees should be survey-ready every day. During this critical preparation period, the role of the task force is to help "raise the bar" to meet the initiatives the JCAHO has set.

Several mock surveys designed to help staff members in assessing their readiness for the JCAHO survey have been conducted recently in various areas and departments. "We're stepping up our efforts in preparing for the survey," says Spicer. "We now are in the final stages of preparations, and I am highly confident that our dedication and commitment to our patients will once again shine when the survey is complete."

In the weeks leading up to the survey, the task force also will continue with the FYI campaign, which includes posters and papers that convey information about the survey and what every hospital employee needs to know. The FYI papers have focused on topics such as infection control, performance evaluations and patient assessments. The posters have focused on topics such as emergency codes, patient safety and confidentiality.

Another important message the task force wants to convey is that the survey is a hospitalwide effort that includes participation by all employees. "It is important that all hospital staff work together to represent the hospital well during the survey and help us ensure a successful visit with the surveyors," says Spicer. "It truly is a team effort. All employees are encouraged to speak to their managers to understand how they fit into the survey process."

For more information about how to prepare for the JCAHO survey, contact Spicer at (617) 726-5109.

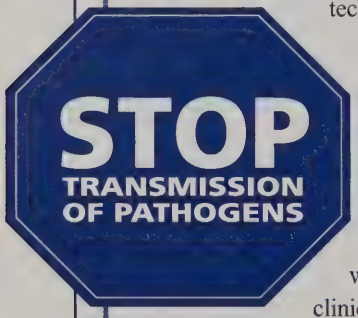
STOP: A new mission for MGH hand hygiene program

For several years, staff members from the hospitalwide MGH hand hygiene task force have been working diligently to reduce and prevent the incidence of nosocomial – or hospital-acquired – infections by promoting compliance with good hand hygiene. One of the task force's most significant contributions has been instituting the use of Cal Stat throughout the hospital. Cal Stat is an alcohol-based antiseptic hand gel that health care workers use to disinfect their hands before and after patient contact. Research has shown that alcohol-based products are more effective in reducing bacteria on the skin and can reduce the number of hospital-acquired infections.

Now the task force has developed a more comprehensive mission: to prevent the transmission of pathogens such as a virus, fungus or bacterium, which cause infections. To reflect the expanded scope of its mission, the task force has changed its name to the STOP (stop transmission of pathogens) task force.

Members of STOP have broadened their activities to include raising awareness among clinicians about how pathogens are transmitted, paying particular attention to proper cleaning of equipment and the patient care environment.

They also are developing strategies to increase compliance with proper practice of "precaution" techniques, which require clinicians to follow certain procedures to prevent the transmission of pathogens. Task force members will monitor practice of precaution techniques and provide feedback to staff about compliance and progress.



Improving general communication about precaution techniques will continue to be a goal, particularly focusing on increasing awareness about the red "P" icon used in the Clinical Applications Suite (CAS) patient information system that denotes a precaution status.

The STOP task force also will work to develop educational initiatives to expand awareness about hand hygiene techniques as well as general infection control practices for clinical and nonclinical employees.

"Our goal is to improve the quality of our patient care by preventing hospital-acquired infections from starting in the first place," says David Hooper, MD, chief of the MGH Infection Control Unit and chair of the STOP task force. "Increasing the range of responsibilities for the task force will help improve our effectiveness and will provide even more resources for clinicians to help prevent these infections."

For more information about the STOP task force, call the Infection Control Unit at (617) 726-2036.

Center, Zapol and Venegas

Flying the MGH banner for a nautical challenge

Leaving the medical world behind for a week, Jose Venegas, PhD, and Warren Zapol, MD, of MGH Anesthesia and Critical Care, set sail on the open seas to compete in the Marion-Bermuda Yacht Race (MBR) that began June 20. The MBR is a 645-mile race starting in Marion, Mass. and ending at St. David's Light in Bermuda. Venegas, the skipper, used his bioengineering expertise to maneuver the sails and monitor the winds to get the Ipanema – Venegas's boat – to Bermuda at the highest possible speed. Zapol served as the team physician for the six-person crew. Out of 78 boats and six classes, the Ipanema earned second place in the C2 class with a time of 101 hours. The Ipanema also was awarded the Commodores's Cup for the best performance by a Blue Water Sailing Club yacht. ●

MGH HOTLINE

MGH, Shriners receive awards for caring for victims of RI fire

The MGH and the Shriners Burns Institute of Boston recently were awarded the Downtown North Outstanding Professional and Public Service Award for providing immediate and continuing medical care to the victims of the Station nightclub fire in West Warwick, RI. The award was presented at the Downtown North Association's annual meeting June 16.

The Downtown North Association is a coalition of organizations including medical institutions, residential communities, entertainment venues and major transportation facilities bounded by City Hall Plaza on the south, Charles River on the north, Beacon Hill on the west and the North End on the East.

Pictured, from left, is Jean Elrick, MD, senior vice president for Administration; Tony Digiovine, RN, nurse manager of the MGH Burn Unit; Rob Sheridan, MD, clinical director of MGH Burn and Trauma Services and co-director of Burn Surgery at Shriners; Ann Prestipino, senior vice president for MGH Surgical and Anesthesia Services and the MGH Cardiac Program; Ralph Pino, Esq., chairman of the board at Shriners; Dick Burgess, director of Community Relations at Shriners; Bob O'Brien, executive director of the Downtown North Association; and Karyn McFarland, president of the Downtown North Association.

–Toronto's Delgado a big hit at MGH

(Continued from Page 1)

Residents on the western side of Puerto Rico have traditionally been underserved in receiving medical care. The BSH, however, recently was purchased by a nonprofit medical group and is in the midst of a financial turnaround. And with the added benefit of the collaboration with Partners Telemedicine, BSH now can better serve its patients.

"IT IS A PRIVILEGE TO BE ABLE TO HELP PROVIDE SUCH A GIFT AS THIS PROGRAM TO THE PEOPLE OF MY HOMETOWN."

— Ernesto Gonzalez, MD

After months of planning and development, the relationship between the two institutions has become one of the first telemedicine programs to link a major academic hospital in the United States with a hospital in the Caribbean.

The collaboration allows physicians at BSH to consult with MGH experts in a wide range of specialties. Working with a leading American institution such as the MGH also is helping BSH better manage doctor and nurse shortages by making the hospital more attractive to prospective health care providers, ultimately enabling it to serve more patients. In addition, the telemedicine link helps foster new consultations and referrals to the MGH and allows MGH clinicians to offer academic lectures and other educational programs for the physician and nursing staff of the BSH.

The focus of the program in its beginning stages is to provide pediatric care consultations. Plans call for the program to expand in the future. Last November, Marco Reyes, administrator for BSH, and Eliezer Rivera Lugo, chairman of the BSH Board of Trustees, came to the MGH to meet with hospital leadership to identify other potential collaborations between the two hospitals.

The program has come to fruition through the perseverance of Gonzalez and his commitment to serving his native home. "I've been with the MGH for 27 years and have done well here personally and professionally," he says. "It is a privilege to be able to help provide such a gift as this program to the people of my hometown."

Gonzalez developed the relationship with the help of other MGHers, including John Stakes, MD, of MGH Neurology; Natan Noviski, MD, of MassGeneral Hospital for Children; Joe Kvedar, MD, Joe Ternullo and Courtney Trautman of Partners Telemedicine; and Denis Bustin from MGH Development. Gonzalez has also garnered financial support for the program from two major donors – one being Delgado, whose recent visit highlighted his involvement with the partnership. ●

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MGH HOTLINE

WHAT'S HAPPENING

Annuity fairs and financial planning workshops

The Partners Benefits Office will host two tax-sheltered annuity fairs July 29, from 7:30 am to 4 pm, at CNY Building 149 in the Research Affairs Conference Room, and July 30, from 7:30 am to 4 pm, in the Wellman Conference Room. Representatives from Fidelity, TIAA-CREF and Vanguard will be available to answer questions. There also will be a financial planning workshop July 28 at noon in the O'Keeffe Auditorium and July 31 at noon, at CNY Building 149 in the seventh floor auditorium. For more information, contact Patrick Tan at (617) 726-6534.

Design and Conduct of Clinical Trials course

The Educational Unit of the Clinical Research Program (CRP), in collaboration with the MGH Cancer Center, will offer an intensive course "Design and Conduct of Clinical Trials" Mondays and Thursdays in September and October, from 5 to 6:15 pm in the Trustees Room. The course will survey the theory and practice of clinical trials, review design and conduct of clinical research and enable participants to develop effective clinical trials. The course is geared toward second-year fellows and junior faculty, and the fee is $200. Enrollment is limited, and registration is required. For more information, visit *http://crnet.mgh.harvard.edu* or call the CRP at (617) 726-1669.

Health disparities seminar

The MGH Patient Care Services Diversity Steering Committee will host "Health Disparities: A Minority Nurse and Health Professions Perspective" Sept. 5, from 8 am to noon in the O'Keeffe Auditorium. Join nurses, therapists and social workers from the Alaska/Native American Indian, Asian American/Pacific Islander, Black, Hispanic and Philippine Nurses Association for a minority-based perspective on health disparities. If special accommodations are required, contact Oz Mondejar at (617) 726-5741.

MGH/Timilty Partnership programs

The MGH/Timilty Partnership will be recruiting presenters for the 2003-2004 Science in the Classroom program July 29, from 11:30 am to 1 pm in the Main Corridor. Science in the Classroom brings MGH scientists into sixth-grade classes to present hands-on science lessons. The Partnership provides training, resources and ongoing support to the program. Lessons take place at the James P. Timilty Middle School in Roxbury. For more information about Science in the Classroom or any of the volunteer opportunities available through the Science Connection Program, contact the Partnership Office at (617)445-5712 or send e-mail to *sberglund@partners.org*. The Partnership also will hold its annual SummerWorks showcase in the Main Corridor, Aug. 7, from 11:30 am to 1 pm. SummerWorks is a career exploration and summer employment program that offers graduating Timilty students paid part-time summer internships at the MGH. At the SummerWorks Showcase, interns will present the skills, experience and the lessons they learned throughout the seven-week program. For more information, call (617) 724-6424.

Cycling to help conquer cancer

A few dedicated MGH employees took time out of their weekend to participate in the First Granite State Quest bike ride July 12 to raise funds to conquer childhood cancer. The one-day, 100-mile bike ride through 11 towns in southern New Hampshire was limited to 40 riders. The MGH riders were Daniel Ginsburg, vice president for MGH Vincent Obstetrics and Gynecology and the MGH Cancer Center; and Patricia Kent, RN, MS, CPNP, David Ebb, MD, and Howard Weinstein, MD, of MGH Pediatric Hematology/Oncology. The event was organized by Bonnie Monahan and Bruce Taylor, both of whom have a personal connection to the MGH. Monahan lost a brother to cancer, and Taylor's 12-year-old son has been treated successfully at the MGH for a brain tumor. The funds raised by the Granite State Quest will go toward supporting cancer research developed and initiated by the Pediatric Hematology/Oncology Unit of the MassGeneral Hospital for Children.

From left, Ebb, Ginsburg, Weinstein and Kent

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

August 1, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Lunch is served: Monthly forum promotes discussion

Peter L. Slavin, MD, has a busy schedule. Since he took on the role of president of the MGH in January, his daily routine usually involves back-to-back meetings, phone calls and other responsibilities required to oversee the smooth operation of New England's largest and oldest teaching hospital. His calendar, however, has a special date marked once a month, reserving time for Slavin to have a leisurely lunch with a select group of movers and shakers at the hospital – MGH employees.

In June, Slavin began hosting these monthly lunches with small groups of 10 to 12 MGH employees to provide a forum for staff to discuss ideas, concerns and general feelings about the hospital. And in return, Slavin has the opportunity to hear firsthand what is going on throughout the hospital and have a dialogue about hospital issues.

Employees are selected randomly through Human Resources and represent various areas of the hospital. Their job responsibilities range from support services staff to technicians, from clinicians to supervisors.

"One challenge in my role as president is that I'm often three or four steps removed from the people on the front lines of the hospital, who are actually conducting our clinical, research and education activities," says Slavin. "These luncheons are a way for me to stay connected to various members of the hospital community. I have an opportunity to learn from them about any concerns they may have. And they have an opportunity to learn more about what issues the hospital is facing and in what direction we are headed."

Since January, Slavin also has had the opportunity to meet and greet with employees around the MGH during "hospital rounds," in which he visits specific areas to learn more about their operations and their work.

Slavin, center, engages in conversation with MGHers

ADVANCES

Newer vitamin D formulation appears to help dialysis patients live longer

Dialysis patients taking a particular intravenous vitamin D formulation have a significant survival advantage over patients taking an older and more commonly used form of vitamin D, according to a study published in the July 31 edition of *The New England Journal of Medicine*. The three-year study found that patients receiving paricalcitol had a 16 percent greater chance of survival than did patients receiving calcitriol. The researchers stress that while this was a large-scale study of dialysis patients living throughout the United States, further studies are required before firm conclusions can be made.

"This is the first evidence that a specific form of vitamin D can change the high rate of mortality among dialysis patients," says Ravi Thadhani, MD, MPH, of the MGH Renal Unit, the paper's senior author. "If further research confirms our findings, this will be very important information for dialysis patients and their physicians."

Among the approximately 400,000 US patients who receive dialysis for chronic kidney failure, the annual mortality rate is 20 percent. Cardiovascular disease is the primary cause of death among dialysis patients, and recent attention has been paid to the effect of hyperparathyroidism – overactivity of the parathyroid gland – on vascular disease.

Hyperparathyroidism usually is treated with intravenous vitamin D therapy. Treatment with vitamin D, however, may exacerbate cardiovascular disease. Paricalcitol is a vitamin D analog that was approved by the US Food and Drug Administration in 1998 to treat hyperparathyroidism associated with kidney failure. Because paricalcitol was known to be associated with more stable blood calcium and phosphorous levels and was effective in patients with high phosphorous levels, who tend to be resistant to the standard calcitriol, Thadhani and his colleagues decided to analyze whether the

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– Newer vitamin D formulation helps dialysis patients

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newer medication affected patient survival.

The research team – which includes scientists from Fresenius Medical Care North America, based in Lexington, Mass. – followed 67,000 hemodialysis patients who started receiving intravenous vitamin D treatment on or after Jan. 1, 1999. Of these patients treated at more than 1,000 Fresenius dialysis centers throughout the United States, 29,000 started with paricalcitol and 38,000 received calcitriol. During the three-year study, 16,000 patients switched from one vitamin D formulation to another. At the end of the study period, the researchers noted a 16 percent higher survival rate among patients taking paricalcitol. Even higher survival rates with paricalcitol were noted among African-American patients and diabetic patients – both groups that have higher-than-average mortality rates on dialysis.

Thadhani's co-authors are first author Ming Teng, MD, Edmund Lowrie, MD, Norma Ofsthun, PhD, and Michael Lazarus, MD, of Fresenius Medical Care North America; and Myles Wolf, MD, MMSc, of the MGH Renal Unit. ●

MGH holds successful bone marrow donor drive

Five years ago, Jackie McLoon received a call from a staff member at the HLA (human leukocyte antigens) Registry with the National Marrow Donor Program. She was informed that she was a bone marrow match for a young patient who was the same age as her son. McLoon did not hesitate to become this young boy's donor and probably his last hope for survival. "It felt like I had won the lottery," she says. Because of this experience, McLoon began volunteering at the HLA Registry and is now a part-time employee.

Since the successful match, McLoon now helps coordinate bone marrow drives. She recently helped out at a bone marrow drive sponsored by the MGH Bone Marrow Transplant team and Northeastern University physician assistants class. Deborah Yolin, a physician assistant with the MGH Bone Marrow Transplant Department, says: "The drive was a huge success. We reached our target goal of 100 new donors in a few short hours. In total, approximately 120 people were added to the HLA Registry donor list." Because of the success, the bone marrow drive will become an annual event at the MGH.

Becoming a bone marrow donor begins by filling out a questionnaire and sending in a blood sample to the registry. For McLoon, this simple procedure led to a rewarding experience that she will never forget. "I would do it again in a heartbeat," says McLoon.

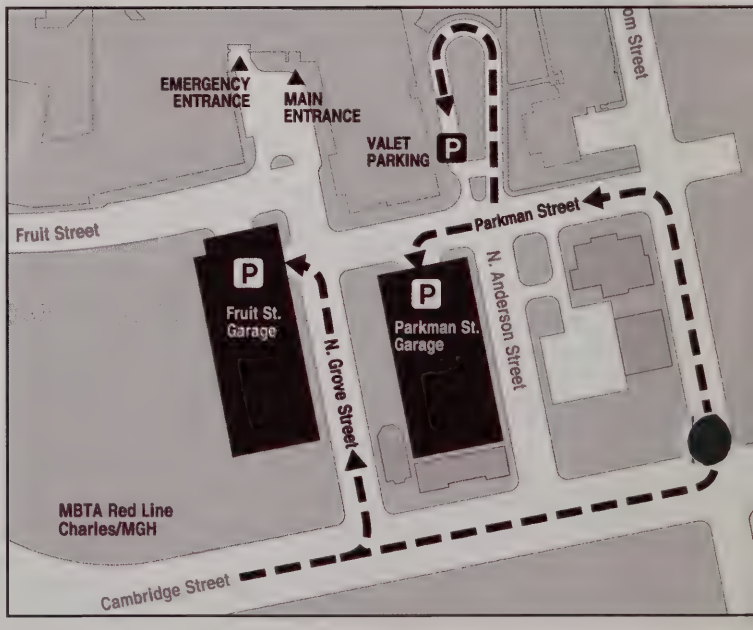
For more information about becoming a bone marrow donor, send e-mail to Deborah Yolin at *dyolin@partners.org* or visit *www.hlaregistry.org*.

Parkman Street project creates a second gateway to MGH

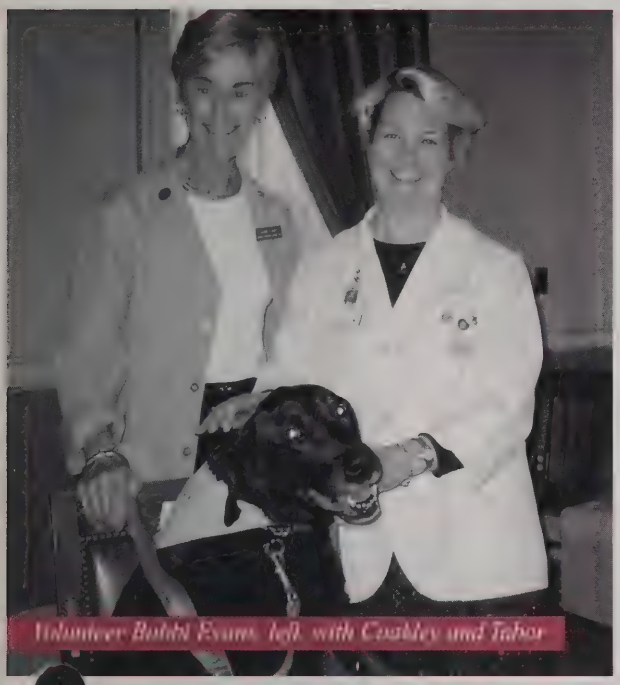
The last week of June marked the initiation of two-way vehicle traffic on Parkman Street, helping to alleviate traffic congestion around the hospital. This construction project, which provided a second access point to the main campus, was led by the MGH in conjunction with the Boston Transportation Department and the Beacon Hill and West End communities. Patients and visitors now have easier access to the MGH campus, the valet service at the Wang Ambulatory Care Center's circular driveway and the Parkman Street Garage.

Seventy percent of the traffic entering the main campus drives up Cambridge Street from Charles Circle, and then takes a left onto North Grove Street. Patients and visitors often spend time waiting in queue on Cambridge Street for the next green light that would allow them to turn. They now are encouraged to proceed to the next traffic light, take a left onto Blossom, and then another left onto Parkman Street *(see map at right)*.

The six-month project to widen Parkman Street entailed sidewalk upgrades, improvements to ramps, new signage and extensive relocation of utilities. ●



MGH HOTLINE



Volunteer Bobbi Evans, left, with Coakley and Tabor

Dog days of summer: Pet therapy brings smiles

Meetings at the MGH have gone to the dogs – or so it seemed during a recent Patient Care Services Executive Committee meeting in the Trustees Room. Tabor, a black Labrador retriever, was part of a follow-up presentation about the MGH Pet Therapy Program pilot.

The Pet Therapy Program, which started Feb. 18, has been viewed as highly successful, according to patients who have participated. The Pet Therapy Program gives patients the opportunity to receive a visit from a furry, friendly, specially trained dog and a handler. One patient said: "This is a wonderful idea. If I had this joyous 'dog fix' a week ago, I'd be days ahead in my healing." Another patient said, "I thought I would not smile today – then I saw Maggie [a volunteer dog]."

After each pet visit, patients and staff complete a questionnaire to indicate the effect of the pet visit as well as answer questions such as how long they had been at the MGH and if they would recommend a pet visit to other patients. There have been 303 pet therapy visits with 161 evaluation forms completed. Out of the 161 evaluations, 156 people said they would recommend a pet visit to other patients.

The program, which takes place on White 7, Ellison 7, W[illegible]1, Bigelow 11 and Bigelow 14 Tuesday and Thursday afternoons, plans to expand to the Coronary Care Unit and MassGeneral Hospital for Children in the fall and then eventually to all inpatient units.

For more information, contact Mandi Coakley, RN, at (617) 726-5334. ●

Cooper to receive national anesthesia award

The American Association of Nurse Anesthetists (AANA) recently announced that Jeffrey Cooper, PhD, corporate director of MGH Biomedical Engineering, will receive the Public Interest in Anesthesia Award.

The Public Interest in Anesthesia Award recognizes individuals who have made outstanding contributions in the area of anesthesia patient safety and the promotion of the quality of anesthesia care.

The AANA has recognized Cooper for his contributions in the prevention of adverse events and patient injury through research and education. As one of the founders of the Anesthesia Patient Safety Foundation, Cooper also organized the nonprofit Center for Medical Simulation, which focuses on training in the management of critical events, teamwork and other issues related to patient safety.

"It is the greatest honor so far in my professional life to receive this award," says Cooper. "Patient safety is a never-ending effort, and I encourage all anesthesia professionals to continue their commitment toward this important undertaking."

The AANA will present Cooper with the award Aug. 2 during its 70th annual meeting in Boston.

From left, Lindsay Zapata, Mary Houghton, RN, and Jennifer Carey were among the ticket winners.

MGHers go wild over Bon Jovi

Many MGH employees hoped that July 21 would be their lucky day. They had entered a raffle to win tickets to see the rock band Bon Jovi in concert with Sheryl Crow and the Goo Goo Dolls July 22 at Gillette Stadium. Approximately 2,500 e-mails flooded the mailbox of Steve Taranto, Human Resources manager, for a chance to win these sought-after tickets. MGHers were given four days to submit their names, allowing for all shifts to participate. Jonathan Kraft, vice chairman of the New England Patriots, originally donated 100 tickets to the MGH. But when he learned how many MGHers were interested, Kraft offered an additional 200 tickets. Through a random drawing, 150 lucky MGHers received a pair of tickets to attend the concert. ●

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MGH HOTLINE

WHAT'S HAPPENING

Orthopædic exhibit
The MGH will be hosting a traveling exhibit called "The Legacy of Heroes," which recognizes the important role that orthopaedic surgeons and orthopaedic surgery played during World War II. Developed by the American Academy of Orthopaedic Surgery, the exhibit will be displayed in the WACC Lobby from Aug. 4 to 14.

SummerWorks showcase
The MGH Timilty Partnership will hold its annual SummerWorks showcase for interns in the Main Corridor, Aug. 7 from 11:30 am to 1 pm. SummerWorks is a career exploration and summer employment program that offers graduating Timilty students paid part-time summer internships at the MGH. At the SummerWorks showcase, interns will present the skills, experience and lessons they learned throughout the seven-week program. For more information, call (617) 724-6424.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Safety in a Changing World" Aug. 11, from 4 to 5 pm in the East Garden Dining Room. John Driscoll of MGH Police and Security, will be the speaker. For more information, call (617) 724-6756.

Quit smoking program
The MGH Quit Smoking Service will offer a smoking cessation program beginning Aug. 19 at 5:30 pm, and will meet every Tuesday for seven weeks. Topics include information about nicotine replacement, preparing to quit, coping with stress without cigarettes and preventing weight gain and relapse. A telephone support line is available. For more information, contact Jennifer Hinson at (617) 726-7443.

MGH/Partners bowling league
The MGH/Partners bowling league is entering its 55th season and looking for new members. The candlepin league meets Thursday evenings starting Sept. 4 at 6 pm at Ryan's Family Center. New and former bowlers from any Partners organization are welcome. For more information, contact Bill Dignan at (617) 724-4542.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

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IN GENERAL

Howard Baden, MD, of MGH Dermatology, recently was named an honorary member of the Society for Investigative Dermatology (SID) at the International Investigative Dermatology conference. Baden, who has been a SID member since 1960, was selected in honor of his significant contributions to the field of dermatological research.

Terrence O'Malley, MD, current medical director for Non-Acute Services for Partners HealthCare and former MGH physician, was named Physician of the Year by the Home & Health Care Association of Massachusetts. O'Malley was honored for his role in integrating home care into the programs and services provided throughout Partners.

Daniel Singer, MD, of MGH Internal Medicine, was given the Society of General Internal Medicine's (SGIM) John M. Eisenberg Award for Career Achievement in Research. This award recognizes a SGIM member whose innovative research has affected patient care, research or education.

Journey to JCAHO

JCAHO tip of the week

***Surveyors from** the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) will be visiting the MGH Sept. 15 through 19. In preparation for the survey, Hotline will be featuring a tip of the week. The tip will contain information that all MGHers should know for the survey. For more information, visit the MGH JCAHO website at http://is.partners.org/jcaho/*

Know your codes.

Should an emergency arise, the MGH has implemented a code system that all MGHers should know.

Code Red	**Fire**
Code Blue	**Cardiac arrest**
Code Pink	**Infant abduction**

Employees should call (617) 726-3333 to report these emergencies.

August 8, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Strategic planning process moves forward: Task forces launched

Since the MGH embarked on an intensive strategic planning effort several months ago to determine the future direction of its clinical programs, seven task forces have been launched to focus on key decision-making areas. The task forces will work during the next several months to make recommendations regarding such issues as managing the growth of the hospital, improving operational efficiency, enhancing quality and patient safety and addressing issues related to the quality of life for employees and staff.

Below is a list of the task forces, their leaders and charges.

- **Clinical growth task force**

  Leaders: Peter Slavin, MD; David Torchiana, MD
  Charge: Develop a proposal for the "optimal" service mix strategy to balance patient care priorities, financial concerns, opportunities to deliver some services at community-based locations and the most appropriate use for limited main campus capacity.

- **Clinical innovation task force**

  Leader: David Rattner, MD
  Charge: Identify clinical innovations that could affect the way the MGH delivers care; identify next-generation clinical innovations that will shape the future of the health care industry; and identify processes by which clinical innovation can become a more systematic part of the way the MGH functions.

- **Expense management task force**

  Leader: Jean Elrick, MD; Sally Iles
  Charge: Develop plans to cut $15 million from the FY'04 cost base; develop plans to reduce the MGH cost base by $75 million over the next five years; develop expense management tools to set targets and measure results; and set priorities for funding and implementation of cost reduction measures.

- **New business opportunities task force**

  Leader: James Thrall, MD
  Charge: Identify potential new nonclinical lines of business – such as developing retail business, adding "luxury" services, optimizing return on the institution's intellectual property, and increasing publishing and consulting opportunities.

(Continued on Page 2)

Orthopædic heroes: MGH hosts WWII exhibit

The MGH has become the temporary home of a nationwide traveling exhibit that honors the men and women who dedicated their lives to orthopædic surgery during Word War II.

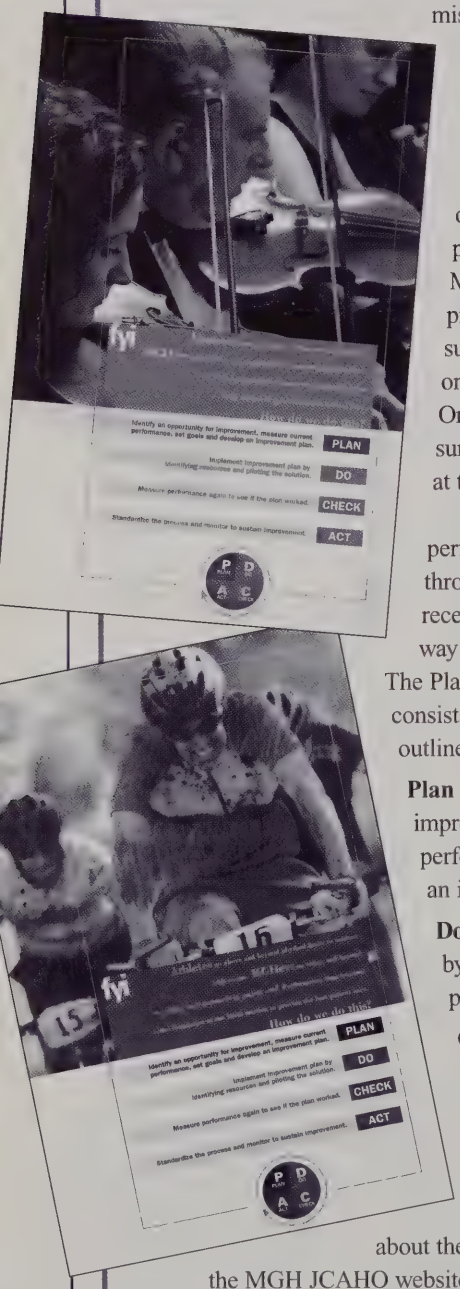
The American Academy of Orthopaedic Surgery developed the exhibit, entitled "The Legacy of Heroes," which highlights the vital role orthopædic surgeons and orthopædic surgery played during WWII.

The exhibit focuses on the great strides made in the treatment of orthopædic trauma as the result of developments from the war. The intricacies of hand surgery, prosthetics and spine surgery were developed and redefined as surgeons treated thousands of casualties.

The exhibit is located in the WACC Lobby until Aug. 14.

Plan, Do, Check, Act: Continuously improving patient care

Just as musicians practice together to make beautiful music, MGHers practice and work together to improve the quality of care provided to patients. Performance improvement – the practice of measuring patient care performance and looking for ways to do it better – is at the foundation of the MGH's mission to provide the best patient care. This is the message the MGH community is receiving from the next FYI poster that is on display throughout the hospital.



The FYI posters are a part of the hospitalwide campaign to provide important information to MGH employees and staff in preparation for the upcoming survey from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The survey is scheduled to take place at the MGH Sept. 15 through 19.

While the MGH has embraced performance improvement methods throughout its history, the hospital recently has adopted a new, simpler way of describing this new approach. The Plan, Do, Check, Act method consists of four continuous steps as outlined below.

Plan – Identify an opportunity for improvement, measure current performance, set goals and develop an improvement plan.

Do – Implement improvement plan by identifying resources and piloting the solution.

Check – Measure performance again to see if the plan worked.

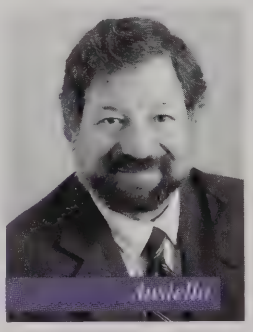
Act – Standardize the process and monitor to sustain improvement.

For more information about the upcoming JCAHO survey, visit the MGH JCAHO website at *http://is.partners.org/jcaho/*.

Ausiello named to Academy of Arts and Sciences

Dennis Ausiello, MD, physician-in-chief of the MGH, recently was elected to the American Academy of Arts and Sciences. Ausiello was among the 187 fellows and 29 foreign honorary members recognized for their contributions to sciences, scholarship, public affairs and the arts.

The Academy has two main functions: to elect to membership men and women of exceptional achievement, and to conduct a varied program of projects and studies responsive to the needs and problems of society. New fellows and foreign honorary members are nominated and elected by current members of the Academy in five categories: mathematics and physics; biological sciences; social sciences; humanities and arts; and public affairs and business.



Ausiello will be formally inducted into the Academy at the House of the Academy in Cambridge, Mass. in October.

— *Planning for the future*

(Continued from Page 1)

- **Optimal use of campus capacity task force**

  Leaders: Andrew Warshaw, MD; Rick Bringhurst, MD
  Charge: Develop recommendations for reducing length of stay and other improvements in clinical operations focused on efficient use of campus resources.

- **Quality and patient safety task force**

  Leaders: Jeanette Ives Erickson, RN, MS; Gregg Meyer, MD; Brit Nicholson, MD
  Charge: Develop initiatives to distinguish the MGH on the basis of quality and safety; set clear quality and safety goals; recommend priorities to the MGH Office of Quality and Safety; and determine how to measure quality.

- **Workforce issues task force**

  Leaders: Nancy Gagliano, MD; Marianne Ditomassi, RN
  Charge: Develop strategies to address current and projected workforce shortage areas; develop tools to improve the quality of practice life for clinicians; address career advancement for clinically focused faculty; and address diversity and employee career advancement issues as appropriate.

Task force leaders have been meeting with the strategic planning steering committee to finalize their responsibilities. Updates about the work of each task force will be featured in upcoming issues of *Hotline*.

MGH HOTLINE

A resource for caregivers: New Delineation of Privileges website

A new internal-only website has been created to provide easy access to information regarding the appointments and clinical privileges of MGH and Massachusetts General Physicians Organization (MGPO) medical staff. The site serves as a resource for nurses and other caregivers to confirm the identity and patient care privileges of physicians.

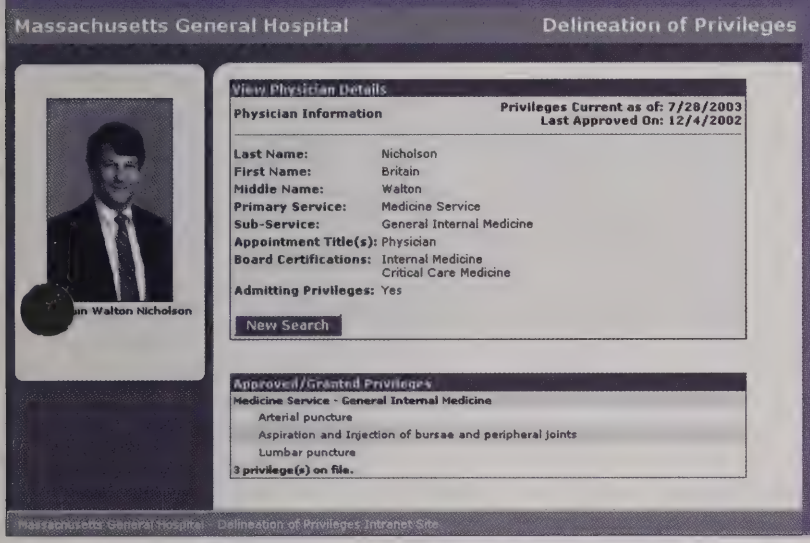
This site was created in response to a need within the MGH to provide staff with the ability to understand and have access to the patient care responsibilities granted to physicians. This resource also meets the requirements established by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

According to Linda Weinstein, director of the MGH Registrar and Credentialing Office, the information displayed on this site comes from the Delineation of Privileges (DOP) form completed when a physician is initially credentialed and is updated at each re-credentialing cycle. Delineation refers to the detailed description of the clinical privileges a physician is granted to conduct patient care. The DOP data is continuously updated from the master credentialing system.

"We believe that JCAHO will find this site to be an excellent resource for such a large and complicated institution," says Maryanne Spicer, director of MGH Corporate Compliance and chair of the hospital's JCAHO steering committee.

The site can be accessed from any Partners workstation by selecting "Partners Applications" from the start button, then selecting "Clinical References," then "MGH Delineation of Privileges Intranet Site."

For more information about the site, call Weinstein at (617) 724-8264 or send e-mail to *lweinstein@partners.org*.



Mass Electric makes donation

Massachusetts Electric presented the MGH with a generous gift July 29, when it donated $15,000 to the MGH Sumner Redstone Burn Center. The gift was in honor of three Mass Electric employees who were burned on the job and treated at the MGH.

Two of the Mass Electric employees who were patients in the Burn Unit presented the check to John Schulz, MD, and Robert Sheridan, MD, both from MGH Burn and Trauma Services, and Andrew Warshaw, MD, MGH surgeon-in-chief.

"We are so happy to present this check to our friends at the MGH," said one patient. "Everyone was so supportive throughout our recovery."

To make the donation possible, the company asked its employees to donate old company hard hats, which many employees kept as souvenirs. The hats then were recycled to g[illegible]te the funds.

"It is truly an honor to be here today," said Cheryl LaFleur, president of the company. "Mass Electric and its employees are so fortunate to be so close to such a world-renowned hospital. On behalf of all our employees, I thank you for all you've done." ●

From left, Mary Liz Bilodeau, RN; Schulz; Warshaw; LaFleur; Sheridan and Anthony Digiovine, RN.

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MGH HOTLINE

WHAT'S HAPPENING

Clinical Research Program seminar series
The Clinical Research Program (CRP) is sponsoring "Infection Control Principles and Practice in Clinical Research" Aug. 13, from 11:45 am to 1 pm in the Wellman Conference Room. Robert Rigdon, BSN, RN, CIC, administrative director of the MGH Infection Control Unit, will discuss standard precautions, as well as infection control practices when handling specimens or performing phlebotomy. According to JCAHO standards, infection control training is required for all clinical research nurses and coordinators who handle human specimens, and retraining must occur annually. This lecture will fulfill the training requirement. For more information or to register, call the CRP reservation line at (617) 726-1669.

Topics in Primary Care conference
MassGeneral Hospital for Children and the Harvard Medical School Department of Continuing Education will host the MassGeneral Hospital for Children/Partners CME Conference "Topics in Primary Care (With an Extra Dose of Pediatric Gastroenterology)" Sept. 13, from 7:30 am to 5 pm at the Royal Sonesta Hotel in Cambridge, Mass. The fee for the conference is $50. To register, visit *http://www.massgeneral.org/children/primarycare*. For more information, call (617) 726-3480 or (617) 726-3792.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Safety in a Changing World" Aug. 11, from 4 to 5 pm in the East Garden Dining Room. John Driscoll of MGH Police and Security will be the speaker. For more information, call (617) 724-6756.

Clinical Pastoral Education Program fellowships
Through the funding of the Kenneth B. Schwartz Center and the MGH Department of Nursing, fellowships now are available for the winter 2004 MGH Clinical Pastoral Education Program. The program is open to individuals from any discipline who work directly with patients and/or families in a health care setting, and who wish to integrate spiritual caregiving skills into their professional practice. Six Kenneth B. Schwartz Fellowships in Pastoral Care and two Spiritual Caregiver Fellowships will be awarded. The program is part-time and will run from Jan. 5 through May 17, 2004. Sessions will be held every Monday – excluding Jan. 19 and April 12 – from 9 am to 5 pm. Additional hours will be negotiated for the clinical component. All applications are due by Sept.1. For more information or to receive an application, contact the MGH Chaplaincy at (617) 726-2220.

Smoking cessation program
The MGH Quit Smoking Service will offer a smoking cessation program beginning Aug. 19 at 5:30 pm. The group will meet every Tuesday for seven weeks. Topics include information about nicotine replacement, preparing to quit, coping with stress without cigarettes, and preventing weight gain and relapse. For more information, call (617) 726-7443.

Journey to JCAHO

JCAHO tip of the week

Surveyors from *the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) will be visiting the MGH Sept. 15 through 19. In preparation for the survey,* Hotline *will be featuring a tip of the week. The tip will contain information that all MGHers should know for the survey. For more information, visit the MGH JCAHO website at* http://is.partners.org/jcaho/.

Performance evaluations

- JCAHO expects all employees to have their performances evaluated and competencies assessed in accordance with hospital policy.
- At least 95 percent of MGH annual evaluations due must be completed and timely to avoid a Type 1 recommendation.
- Employees in positions that require licensure must have their current licensure on record in the PeopleSoft system.
- Managers should utilize PeopleSoft MSS reports and query functions to know when employee evaluations are due.
- Managers and supervisors should contact their Human Resources generalist for more information.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

August 15, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

The welcome mat is out: MGH Charlestown completes renovations

As patients and visitors enter the MGH Charlestown HealthCare Center, they now are greeted by a modernized environment that is warm and inviting. The health center recently completed a major renovation project that has revitalized the interior structure of the historic Charlestown building.

The first noticeable differences are the changes to the first floor. The main lobby has a refreshing new look, featuring a large waiting area, a circular information desk where patients can check in for Adult Medicine visits and separate information desks for check-out. A new private patient bathroom was installed in the Adult Medicine area to improve patient privacy. Adult Medicine practice support staff members now enjoy a centralized work area that makes workflow easier and more efficient.

(Continued on Page 2)

The new front lobby of MGH Charlestown

Everyday, everywhere, all the time: WEAR your ID badge

With the upcoming visit from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), MGH Police and Security would like to remind all employees to wear their photo ID badge.

In addition to state law and JCAHO regulations, hospital policy requires all MGH staff, employees, volunteers and students to wear a hospital identification badge while on duty. The badge is meant to ensure patients, visitors and other hospital staff of the identity and department of the person wearing the badge.

"There are so many people who pass through these halls everyday. An ID badge is one of the only ways to identify if a person is where they should be," says Bonnie Michelman, director of MGH Police, Security and Outside Services.

In an effort to spread awareness about the importance of wearing ID badges, MGH Police and Security has implemented a new campaign to help remind employees to wear their badges. The "WEAR" campaign *(See poster at left that features hospital leadership)* is designed to increase awareness and compliance by all employees and staff.

Employees who need a badge may visit the Photo ID office located in the Clinics Basement, room 045A. For more information, call (617) 724-3916.

WEAR
Wear Your Badge • Every Day • All The Time • Reliably
Patients have a right to know
Visitors have a desire to know
Security needs to know for everyone's protection
A message from the Massachusetts General Hospital Police, Security, Outside Services and Photography Department

— The welcome mat is out: MGH Charlestown completes renovations

(Continued from Page 1)

In addition, the Police and Security office was relocated to the first floor, and two registration staff members now have enclosed offices to ensure greater privacy with patient registration information.

The improvements also include the relocation of radiology services to the basement level, with a new digital radiography suite that allows health center physicians to access MGH Radiology services online and view radiology images right from their computer station. A centralized area for sterilizing medical instruments has created a better workflow for clinicians.

From left, Carolan, Pat Simpson, a member of the health center's Community Advisory Board; and Sylvia Lewinstein, administrative director of Youth Care, pose in front of artwork created by children in the YouthCare program.

The renovations have allowed more space on the second floor to help improve patient flow and privacy as well as alleviate constraints for Pediatric and Adolescent medicine, Obstetrics and Gynecology, Neurology, Dermatology and Podiatry. In addition, the health center's Interpreter Services staff and members of the Community Outreach and Health Education team have found a permanent location on the second floor after three years of working in temporary quarters.

"There is a collective sigh of relief from our employees and staff. We are just thrilled that the major renovations have been completed, and our patients and visitors seem to be just as pleased," says Peggy Carolan, executive director for the health center.

The completion of the renovations also marks a major milestone for the YouthCare program, an at-risk-youth program that has called MGH Charlestown home for more than 30 years. In September, the program will relocate to the third floor of the Charlestown Boys and Girls Club at 15 Green St., allowing for a much-needed expansion of the program's services. YouthCare serves special-needs youth through small therapeutic after-school and teen programs. ●

Safety for seniors

Seniors from the local community gathered at the MGH Aug. 11 for some important lessons in safety at the Senior HealthWISE seminar "Safety in a Changing World."

Guest speaker John Driscoll of MGH Police and Security spoke about ways individuals can protect themselves in different environments – home or traveling – and the tools needed. He also discussed how the MGH Police and Security staff help reduce the opportunity for crimes at the hospital by limiting access to marketable items, securing the environment and educating employees to be more aware of their surroundings. These same ideas can be used by seniors or anyone else, Driscoll said. He also advised seniors to project confidence while walking, to carry a whistle to call for help and to check travel advisories before planning trips.

"Trust your instincts," Driscoll told the audience. "Whether you are at home, out in the neighborhood or traveling in an unfamiliar area, if something does not feel right, it probably isn't."

For more information about the Senior HealthWISE program, call (617) 724-6756.

Driscoll giving safety lecture

MGH HOTLINE

MGH Multicultural Affairs Office grooms future leaders

The MGH Multicultural Affairs Office (MAO) is a valuable resource for minority physicians, residents, medical students and researchers. The office works to facilitate and promote the career advancement of underrepresented minorities at the MGH. As one of the many resources available to employees, the MAO developed a series of seminars for residents and fellows that offers guidance for advancement in their careers.

Last summer, the MAO held a seminar about fellowship programs designed to shape future leaders in health care policy.

Because of popular demand, MAO held a similar seminar again this year and offered an update on the status of past attendees. Four of the 15 residents who attended last year's seminar applied for fellowships and were accepted to distinguished programs. One of the new fellows is Garth Graham, MD, a resident in MGH Medicine, who was accepted to the White House Fellows program – making him the first resident in MGH history to be selected during training for this highly competitive program. The three other MGH residents were accepted to the Commonwealth Fund program and the Robert Wood Johnson Fellowship program.

"It is so gratifying to see the immediate impact these seminars have," says Elena Olson, administrative director of the MAO. "We hold these seminars to guide trainees down career pathways they may not have chosen on their own."

Following the success of the first fellowship seminar, the MAO plans to continue the seminar series in the future.

"These seminars have a positive effect on everyone – the fellows, the individual departments and the hospital itself. We hope to see these physicians come back to the MGH as future health policy leaders," says Olson.

Patel receives top honor

A member of the MGH Orthopædic staff, Dinesh Patel, MD, chief of MGH Arthoscopic Surgery, recently received the 2003 John Clark Leadership Award – one of the highest awards of the Federation of State Medical Boards. This is the first time a physician from Massachusetts has received the honor.

Patel

Patel was selected for the prestigious award because of his outstanding contributions to the Massachusetts Board of Registration in Medicine, the Federation of State Medical Boards and the field of medical censure and discipline.

Established in 1986 in memory of the Federation's 61st president, the award recognizes individuals, such as Patel, who have demonstrated outstanding leadership, commitment to the advancement of public good and dedication to the field of medical licensure and discipline at the state and national level.

Patel received the honor during the Federation's recent annual meeting in Chicago. Massachusetts Governor Mitt Romney also presented Patel with a special certificate on behalf of the Commonwealth during the ceremony. ●

Step up to the plate to donate

The Red Sox/Yankees rivalry may be more famous, but beginning Aug. 25 a new – and friendlier – rivalry will begin among area hospitals to recruit the most employees to donate blood. All MGHers are invited to team up for a friendly competition that will match the "Boston Red Cells" team – which includes the MGH, Massachusetts Eye and Ear Infirmary, Shriners Burns Hospital and Spaulding Rehabilitation Hospital – against the "Green Monsters" team – which includes BWH and the Dana-Farber Cancer Institute. Partners employee donors may choose to participate on either team.

Between Aug. 25 and Sept. 12, employees who donate blood will receive a special "Challenge" t-shirt and a surprise treat on certain days, such as Krispy Kreme donuts, pizza and ice cream sundaes. On other days, donors have a chance to win raffle prizes, such as free movie passes, passes for the Museum of Science and the New England Aquarium or concert tickets for the Tweeter Center. A schedule of the donor challenge activities will be published in next week's *Hotline*.

"While we hope this three-week competition will be fun for all employee donors, our ultimate goal is to increase blood collections during what is traditionally a low-donation time and help keep the blood product supplies at all of the hospitals at a safe level," says Kate Grealy of the MGH Blood Donor Center. ●

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MGH HOTLINE

WHAT'S HAPPENING

Senior HealthWISE seminar
The MGH Senior HealthWISE seminar program will offer "Sadness and Loss: How Do We Deal With It?" Aug. 25, from 4 to 5 pm in the East Garden Dining Room. Gail Leslie, RNCS, of the MGH Acute Psychiatry Service, will discuss what causes sadness, symptoms of grief and loss, and strategies for coping. For more information, call (617) 724-6756.

Nominations for PCS award
Nominations now are being accepted for the Anthony Kirvilaitis Jr. Partnership in Caring Award. The award recognizes Patient Care Services (PCS) staff in nonclinical roles who exemplify the values of reliability, responsiveness, creativity and flexibility. Colleagues may nominate any MGH nonclinician who is part of the PCS staff – including operations associates, operating room assistants and patient care service coordinators. Nomination forms are located on each patient care unit, at the Gray information desk, in the Emergency Department, on Bigelow 10 and in the Operating Room Nursing Office. All nominations must be received by Aug. 29. Awardees will receive $1,500 and will be acknowledged at a ceremony and reception. For more information, contact Nancy DeCoste at (617) 724-7841 or Carolyn Washington at (617) 724-7275.

Ovarian cancer survivors symposium
The Ovarian Cancer Education Awareness Network at the MGH is hosting a symposium, "Ovarian Cancer Survivors: Striving, Driving and Thriving" Sept. 13 in the O'Keeffe Auditorium. The program will consist of presentations and breakout sessions by health professionals and survivors. Topics will include updates in diagnosis and treatments and strategies for managing the disease. To register, call (617) 724-1822 or register at the event between 8:30 and 9 am.

Annual MGH photo contest
The MGH Photography Department will host the sixth annual MGH Photo Contest this year. This competition is open to all MGH and Partners employees. All entries should be submitted by Sept. 19. Winners will be announced Sept. 25 at the POPPS Fair under the Bulfinch Tent where all photos will be displayed. Entry forms are available at the MGH Photography Department, Police and Security main office, CNY Building 149 security desk and the Fruit Street Garage Parking Office.

Institute of Health Professions seminar
The MGH Institute of Health Professions is sponsoring "Health Care Strategies for HIV/AIDS in Limited Resource Settings" Sept. 26, from 8 am to 4 pm at CNY. The seminar will focus on the role of public health hospitals, the homeless population, immigrant and migrant populations, prison settings and HIV/AIDS care in Africa, India, Vietnam and the Ukraine. The fee for the seminar is $60. Registration is due Sept. 5. For more information or to register, visit *www.mghihp.edu* or contact Cheryl Cahill at (617) 724-6343.

Journey to JCAHO

JCAHO tip of the week

Surveyors from *the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) will be visiting the MGH Sept. 15 through 19. In preparation for the survey, Hotline will be featuring a tip of the week. The tip will contain information that all MGHers should know for the survey. For more information, visit the MGH JCAHO website at http://is.partners.org/jcaho/.*

Infection control

- Any employee can consult the Infection Control Unit regarding potential infection control problems.
- Infection control standards can be found in the Infection Control Manual and the website at *http://phsweb3/icu.*
- A hospitalwide program is in place to reduce the number of hospital-acquired infections.
- All patient care equipment should be appropriately cleaned and disinfected.
- Refrigerated items should be labeled properly.
- Soiled materials must always be covered when being transported to the utility room.
- Only cleaning/disinfectant solutions may be stored under a sink.

Submit news tips and story ideas to the *MGH Hotline*

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by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

August 22, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers step up to the plate: Annual blood donor challenge

Summertime means different things to different people – days at the beach, cookouts with family and friends, baseball games at Fenway Park. For hospitals that take care of thousands of patients, this season also can mean a drastic decline in the number of blood donations. Regular blood donors often go on vacation or are less inclined to donate, which can cause the blood supply levels to drop to dangerously low levels.

To address the decline, the MGH once again is participating in the annual blood donor challenge to help increase the number of donations from Aug. 25 to Sept. 12, when donations are traditionally low.

In past years there has been a competition between the MGH and BWH. This year, the competition will feature a friendly rivalry between the "Boston Red Cells" team – which includes the MGH, Massachusetts Eye and Ear Infirmary, Shriners Burns Hospital and Spaulding Rehabilitation Hospital – against the "Green Monsters" team – which includes BWH and the Dana-Farber Cancer Institute. Partners employee donors may choose to participate on either team.

The team that has the most employee blood donors based on a percentage of the employee base will win bragging rights. As a thank you, all employee donors will receive a special "Challenge" T-shirt. In addition, special treats will be offered during each week of the challenge *(See schedule on Page 2)*

(Continued on Page 2)

Bob Erickson flew to Boston from Maine Aug. 14 to make his 200th donation of platelets at the MGH. Here he is pictured with Jeanne Carter of the MGH Blood Donor Center using the e-chair, which makes donating platelets – a two-hour process – comfortable and convenient.

ADVANCES

Study finds many IRB members have ties to industry

A study from the MGH Institute of Health Policy has found that a significant percentage of faculty members who serve on institutional review boards (IRBs) at medical schools and teaching hospitals across the nation also act as consultants to the pharmaceutical industry. The study, published in the journal *Academic Medicine*, provides the first analysis of the personal, professional and research characteristics of IRB members.

All institutions conducting medical research with human participants must establish an IRB to review proposed studies for compliance with ethical standards and scientific principles. Faculty members serving on IRBs provide the boards research expertise and may guide their activities. In recent years, IRBs have come under criticism for not sufficiently protecting research participants, with some charging that board members may not have enough experience or may be influenced by industrial ties.

The survey of almost 3,000 faculty members at 125 U.S. medical schools found that 47 percent of respondents who were active researchers had served as consultants to industry during the previous three years. "Our previous research has shown that faculty ties to industry can affect scientific behavior, leading to such things as trade secrecy and delays in publishing research," says Eric G. Campbell, PhD, lead author of the study. "It's possible that similar relationships with companies could affect IRB members' activities and attitudes, although our current study did not directly address this issue."

Study co-author Joel Weissman, PhD, adds: "It is important to note that clinical research experience and relationships with industry can benefit IRBs, because these areas are fundamental considerations when deciding on the appropriateness of a study. These benefits, however, must be weighted against the potential risks."

Other co-authors of the study are Recai Yucel, PhD, Nancyanne Causino, EdD, and David Blumenthal, MD, MPP, all of the MGH Institute of Health Policy.

Riding for research

Members of the MGH Missing Links Cycling Team and the MGH Cancer Center recently participated in the 24th annual Pan-Massachusetts Challenge (PMC), a 192-mile, two-day bike ride Aug. 2 and 3 to benefit cancer research and patient care. Approximately 25 MGHers, wearing matching yellow and orange MGH Cancer Center jerseys, were among the 3,600 PMC cyclists from 37 states who rode from Sturbridge to Provincetown.

The funds raised by the PMC will go toward life-saving cancer care and research.

For more information about the Missing Links Cycling Team, contact Caroline Kuhlman at *ckuhlman@partners.org* or visit *www.massgeneral.org/mcancerlinks*.

Some of the MGHers who participated in the PMC bike ride.

Nathaniel Bowditch Prize nominations sought

Nominations now are being accepted for the annual Nathaniel Bowditch Prize. The $5,000 award will be presented to an MGH employee – clinician or nonclinician – who has made a significant contribution to improving the quality of care at the hospital while reducing the cost of such care. The award was established in 2000 by Charles and Nancy Munger through the Alfred C. Munger Foundation to honor Nathaniel Bowditch, a 19th century pioneer in celestial navigation and an early supporter of the MGH. Nomination forms are available in the Main Lobby, the Blum Patient and Family Learning Center, the Bigelow 10 nursing office and the Massachusetts General Physicians Organization office on Bulfinch 2. All nominations should be submitted by Oct. 15 to Andrew Warshaw, MD, chairman of the Bowditch Prize Selection Committee, White 506. For more information, call Suzanne Williams at (617) 726-8254. ●

—MGHers step up to the plate

(Continued from Page 1)

Donors for the Boston Red Cells team can call the MGH Blood Donor Center to make an appointment to donate at (617) 724-9699. CNY employees who would like to participate in the challenge can donate at the MGH Bloodmobile Sept. 10, from 8:30 am to 2 pm. To make an appointment at CNY, contact Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org*.

The MGH Bloodmobile also will be at the MGH Somerville location Aug. 27, from 9 am to 2:30 pm; MGH Charlestown Sept. 4, from 9 am to 2:30 pm; and at Spaulding Sept. 12, from 8:30 am to 2 pm. ●

Blood donor challenge schedule

Aug. 25	Challenge Kick-Off – Krispy Kreme donuts for donors. Massages, 11 am to 2:15 pm
Aug. 26	Free Red Sox Duffel Bags (while supplies last). Massages, 1 to 3 pm
Aug. 27	Massages for donors, 11 am to 1:30 pm
Aug. 28	Drawing for two free passes to the New England Aquarium
Aug. 29	Massages for donors ,11 am to 2:30 pm
Sept. 2	Pizza party, 11 am to 4 pm
Sept. 3	Pizza party, 11 am to 4 pm
Sept. 4	Ice cream sundae bar
Sept. 5	Drawing for two free passes to the Museum of Science
Sept. 8	Pancake breakfast for donors, 8:30 to 11:30 am
Sept. 9	Dessert buffet
Sept. 10	Free movie pass drawing
Sept. 11	Free movie pass drawing
Sept. 12	Drawing for two free lawn seats to the Tweeter Center

MGH HOTLINE

MGHers with heart walk for a good cause

MGHers soon will come together to help raise money in the fight against heart disease and stroke.

The American Heart Association's Boston Heart Walk, to take place Sept. 20 at Lederman Field on the banks of the Charles River, is part fundraiser, part educational event. Walkers have the choice of three different route lengths: 1, 3 or 6 miles.

A portion of money raised will support the Boston Heart Walk research fund at the MGH. Currently, $3.8 million in cardiac research is conducted at the MGH.

This year, the MGH Heart Walk Team will walk in memory of MGH cardiologist Brian McGovern, MD. For more information about how to become part of the MGH team, contact Susan Towler at (617) 726-4939 or send e-mail to *stowler@partners.org*. ●

MGH recognizes ProTech graduates

August is not a typical month for graduations, but on Aug. 13 the MGH ProTech program held its first graduation ceremony for East Boston High School (EBHS) ProTech graduates. ProTech, now in its 12th year at the M[illegible], is a Boston Public Schools' School-to-Career program. The 2001-2002 ac[illegible]mic year marked the inaugural year of an MGH partnership with EBHS.

ProTech, a school partnership initiative of the MGH Community Benefit Office, is a structured two-year program for juniors and seniors enrolled in the Academy of Health and Human Services at EBHS. Juniors can apply to join the ProTech program for a 20-month paid internship, which includes classroom instruction, worksite rotations and employment readiness workshops to introduce ProTech interns to a range of career opportunities in health care.

In a ceremony hosted by Galia K. Wise, manager of the MGH/EBHS Partnership, and Candace Burns, director of the MGH/BPS Partnership, all 10 graduates were recognized for being accepted to college and for completing two years of service at the MGH. Guest speakers included Peter L. Slavin, MD, president of the MGH, and Ed Powell, director of the School-to-Career program for the Boston Private Industry Council. The keynote speaker was Deborah Washington, RN, director of Diversity for MGH Patient Care Services. Marie LeBlanc, RN, nurse manager of White 7 and a ProTech supervisor, and Nancy Ventura, a ProTech graduate, also applauded the success of the graduates. ●

The ProTech class of 2003

In memoriam: Thomas B. Fitzpatrick, MD, PhD

Thomas B. Fitzpatrick, MD, PhD, former chief of the MGH Dermatology Service, died Aug. 16 at home after a long illness. He was 83. Considered by many in the field as the "father of modern academic dermatology," he had served as chief from 1959 to 1987, and also served as the Wigglesworth Professor and chairman of the Department of Dermatology at Harvard Medical School.

Fitzpatrick

According to John A. Parrish, MD, who succeeded Fitzpatrick, he trained many of today's top dermatologists in academia, industry and practice. For more than 50 years, he was a strong influence in basic and clinical research, much of which advanced the understanding of pigmentation, aging and disorders of the skin. He helped define the characteristics of early melanoma, a potentially fatal type of skin cancer, and advanced the cause of widespread screening to detect curable, treatable lesions. Fitzpatrick organized the scientific quantitative study of sunscreens and championed their widespread use.

Fitzpatrick and his colleagues invented "PUVA" photochemotherapy, originally a treatment for psoriasis that is now used worldwide to control a variety of disabling skin diseases such as vitiligo and lymphoma of the skin. He wrote and edited many scientific textbooks and articles about skin and skin disease, one of the most well known books is *Fitzpatrick's Dermatology in General Medicine*.

Funeral services were held in private. Contributions may be made in his name to the Fitzpatrick Fund for Education, MGH Development Office, 100 Charles River Plaza, Suite 600, Boston, MA 02114.

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MGH HOTLINE

WHAT'S HAPPENING

Nominations for PCS award

The Anthony Kirvilaitis Jr. Partnership in Caring Award nomination deadline is Aug. 29. Colleagues may nominate any MGH nonclinician who is part of the Patient Care Services (PCS) staff – including operations associates, operating room assistants and patient care service coordinators. Nomination forms are located on each patient care unit, at the Gray information desk, in the Emergency Department, on Bigelow 10 and in the Operating Room nursing office. For more information, contact Nancy DeCoste at (617) 724-7841 or Carolyn Washington at (617) 724-7275.

Health disparities seminar

The MGH Patient Care Services Diversity Steering Committee will host "Health Disparities: A Minority Nurse and Health Professions Perspective" Sept. 5, from 8 am to noon in the O'Keeffe Auditorium. Join nurses, therapists and social workers from the Alaska/Native American, Asian American/Pacific Islander, Black, Hispanic and Philippine Nurses Association for a minority-based perspective on health disparities. If special accommodations are required, contact Oz Mondejar at (617) 726-5741.

MGH Spanish for Health Care class registration

Registration for fall classes of Spanish for Health Care, sponsored by MGH Training and Workforce Development, will be held Sept. 10, 11 and 12. Registration at MGH Chelsea will be Sept. 10, from 3:30 to 5 pm in the third floor conference room. Registration at the main campus will be Sept. 11 and 12, from 11:30 am to 3:30 pm in the lobby of the East Garden Room. The course fee is $50 for a 10-week course and must be paid by check or money order at registration. For more information, call (617) 726-2230, send e-mail to *MGHtraining@partners.org* or visit *http://is.partners.org/hr/affiliates/mgh/spanish03.doc.*

Run of Hope

The Four Seasons Hotel Boston is holding its annual Run of Hope, which will benefit pediatric cancer research at the MGH and the Terry Fox Foundation of Canada. This 5k fun run will take place Sept. 27 adjacent to the Hatch Shell on the Charles River Esplanade. Registration begins at 8 am with the run starting at 10 am. Families are encouraged to participate. Registration fees are $20 for adults, $10 for children and $40 for families. Following the run will be refreshments, games for the kids and a raffle. For more information, contact Jeanmarie Hosey at (617) 724-6410 or Beth Homicki at (617) 726-6298.

Hotline publication schedule

The *MGH Hotline* will not be published next week. *Hotline's* regular schedule will resume Sept. 5. To submit story ideas, call (617) 726-2206, fax (617) 726-7475 or send e-mail to *Hotline@partners.org.*

Journey to JCAHO

JCAHO tip of the week

Surveyors from *the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) will be visiting the MGH Sept. 15 through 19. In preparation for the survey, Hotline is featuring a tip of the week. The tip contains information that all MGHers should know for the survey. For more information, visit the MGH JCAHO website at* http://is.partners.org/jcaho/.

Patient Assessments

- All patients should be assessed for unit placement and appropriate levels of care prior to or at the time of admission.
- Initial assessments must be conducted and documented by both physicians and nurses within 24 hours.
- A nursing assessment includes the Functional Health Pattern framework.
- A physician assessment consists of the history and physical (H&P). The H&P must occur within 24 hours of admission and prior to surgery.
- JCAHO requires that all patients be screened for nutrition issues within 24 hours of admission.
- Reassessment must include the patient's response to care; evidence that the care team has reviewed all prior assessments; and evidence that care decisions were based on the patient's needs and care priorities.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

September 5, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Help wanted: blood donors needed

The annual blood donor challenge between the "Boston Red Cells" – MGH, Massachusetts Eye and Ear Infirmary, Shriners and Spaulding – and the "Green Monsters" – BWH and Dana-Farber – is well underway. With one week of the challenge remaining, the Green Monsters have taken the lead with 137 donations and the Boston Red Cells trail with 99 donations.

All employee donors will receive a special "Challenge" T-shirt and the following special treats will be offered next week. A pancake breakfast will be held Sept. 8 from 8:30 to 11:30 am, and a dessert buffet will be offered Sept. 9. Free movie pass drawings will be held Sept. 10 and 11. A drawing for two free lawn seats to the Tweeter Center will take place Sept. 12, the last day of the challenge.

Donors for the Boston Red Cells can call the MGH Blood Donor Center to make an appointment to donate at (617) 726-8177.

Lauren Barsanti of the Research Space Management Group.

PACE project rolls out to four pilot sites

In recent months, the Patient Administrative Cycle Enhancements (PACE) project reached a major milestone, as four pilot or beta sites were rolled out using the new PACE model for outpatient registration and referral processing. The PACE model is a redesign of the front-end outpatient procedures to provide better customer service to patients and reduce payor rejections related to outpatient registration, eligibility and referral issues.

The four beta sites for the PACE rollout are Pediatric Surgery, the Orthopædic Hand Clinic, Cardiac Unit Associates and several sections of Internal Medical Associates. Nancy J. Gagliano, MD, vice president of Physician Practice Management and Service Improvement and one of the project's senior leaders, characterizes the beta tests as largely successful – with some important lessons learned. "On the whole, we were pleased with what the beta site data showed us," she says. "Office staff are comfortable with the processes, and referrals are being made and recorded with greater accuracy."

An important part of the beta site rollout process was incorporating the use of a centralized contact center. Called the Registration and Referral Center (RRC), the contact center staff handles transferred calls from practice staff to verify patient insurance and demographic information, as well as processing referrals in advance of patient visits. The goal of the RRC is to reduce the workload of practice staff and ensure that accurate patient information is available for billing.

According to Diane Gardner, manager of Registration Services, with the four beta sites the RRC staff has processed a weekly average of 2,000 patient registrations and 600 referrals. They have received an average of 516 inbound calls and have made 994 outbound calls. And 97 percent of the calls are taken within 16 seconds, which exceeds the team's goal of 90 percent.

Picking up the PACE
Patient Administrative Cycle Enhancements

(Continued on Page 2)

Say cheese ...

The MGH Photography Department will host the sixth annual MGH Photo Contest this year. The competition is open to all MGH and Partners employees. All entries should be submitted with a completed entry form by Sept. 19. Entry forms are available at *http://is.partners.org/hr-affiliates/mgh/photoform.htm*.

Above photo taken by Sam Riley of the MGH Photography Department.

— *PACE project rolls out*

(Continued from Page 1)

"The interaction between the practice staff and the RRC has been very good during the beta launch," says Gardner. "We are very pleased with this collaboration. We've also received positive feedback from patients during these interactions."

From the rollout of the four beta sites, PACE project staff members have recognized some opportunities for improvement. For example, the rate of calls transferred from practices to the RRC at the time of appointment scheduling could increase so that the RRC staff can process the patient registrations and referrals before a patient arrives at the office. Ensuring that referrals are in place, checking insurance and patient information for accuracy, and accounting for multiple insurances help reduce some of the administrative wait time for patients as they check in at practices.

The next steps for the PACE project include moving the RRC from its temporary quarters in Ruth Sleeper Hall to state-of-the-art facilities in Medford and rolling out the PACE model for all MGH and MGPO practices and ancillary areas. The PACE implementation is expected to be completed June 2004.

For more information about the PACE project, send e-mail to *PACEproject@partners.org*.

Patient safety comes first

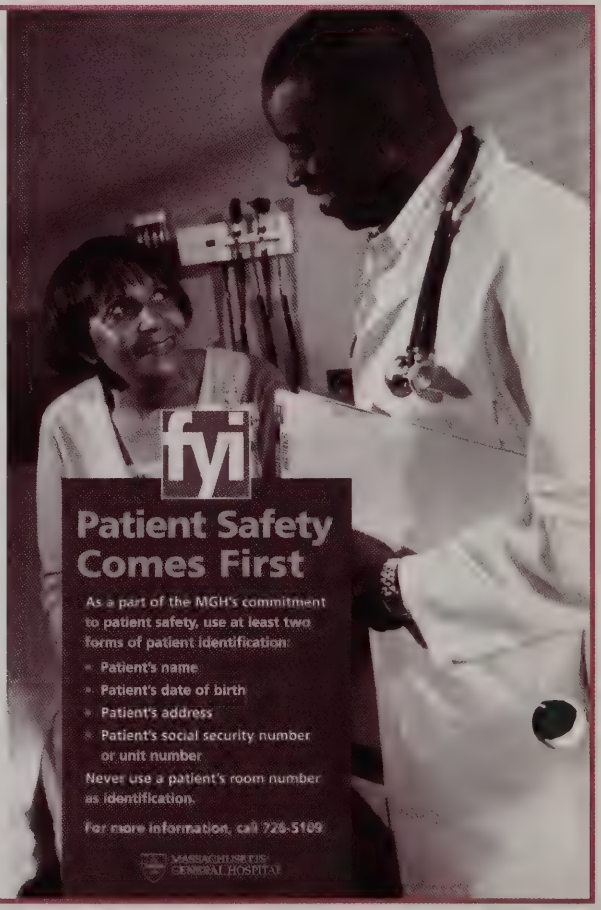
As MGHers have been busy preparing for the survey of the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), which is scheduled for Sept. 15 to 19, the next in a series of FYI posters recently was distributed throughout the MGH. The FYI posters are a part of a hospitalwide campaign to provide important information to employees and staff in preparation for the upcoming survey.

These posters are one of the hospital's ways of communicating to MGHers the importance of patient safety and carry the message that it is vital to use at least two forms of patient identification. MGH caregivers can use such patient identifiers as a patient's name, address, unit number or social security number for verification.

"This important concept of careful confirmation of a patient's correct identity before undergoing treatment is one of the six patient safety goals established by JCAHO earlier this year," says Maryanne Spicer, director of MGH Compliance and chair of the hospitalwide JCAHO steering committee. "These goals target known vulnerabilities that may lead to errors. We, along with other hospitals nationwide, are working to embrace these concepts in an effort to continuously improve care."

In addition to the posters, FYI papers covering a variety of important hospital-related issues continue to be distributed throughout the hospital.

For more information about how to prepare for the JCAHO survey, call (617) 726-5109 or visit the MGH JCAHO website at *http://is.partners.org/jcaho/*.


fyi
Patient Safety Comes First
As a part of the MGH's commitment to patient safety, use at least two forms of patient identification:
Patient's name
Patient's date of birth
Patient's address
Patient's social security number or unit number
Never use a patient's room number as identification.
For more information, call 726-5109
MASSACHUSETTS GENERAL HOSPITAL

Journey to JCAHO

JCAHO tip of the week

Surveyors from *the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) will be visiting the MGH Sept. 15 through 19. In preparation for the survey, Hotline is featuring a tip of the week. The tip contains information that all MGHers should know for the survey. For more information, visit the MGH JCAHO website at http://is.partners.org/jcaho/.*

Failure Mode and Effect Analysis (FMEA)

- Failure Mode and Effect Analysis (FMEA) is a proactive risk reduction system that identifies and improves steps in a process, thereby reasonably ensuring a safe and clinically desirable outcome.
- FMEA is a preventive technique, rather than an after-the-fact fix and serves as a tool for significantly improving patient safety.
- The first FMEA the MGH pursued was the anti-coagulation initiative.

What is the methodology for performing FMEAs?

- An organization needs to define the FMEA topic, using past experiences and processes that affect patient care.
- Hospital leadership assembles a multidisciplinary team to lead the effort, with at least one content expert. The team will map out the process flow to identify points where failure may occur.
- Next, the team conducts a hazard analysis, identifying failure modes in process and rating each for probability and severity.
- Following the hazard analysis, the team identifies failure modes that require correction.
- Finally, the team takes appropriate actions to correct failure modes, develop prevention strategies and measure outcomes.

A sincere thanks

A grateful patient sent her thanks for the kindness she received during a visit to the MGH Emergency Department.

To whom it may concern,

On July 20, with constant chest pains and numbness in my arm, I was admitted to the Emergency Department at Mass General.

Being a senior citizen, I was very frightened, and I could not control my constant tears until I was soothed by the gentleness and kindness of your special nurse, Helen Warwick, RN. Helen Warwick greatly helped me during this difficult and painful time, and you should be aware of the soothing and wonderful comfort she obviously brings to all her patients in the hospital.

I was later brought into another testing area, but I did not ask my nurse her name. Not only was she an efficient nurse, but — as an IV was needed — amazingly I never felt the needle. As busy as she was, her discharge instructions were firm, explicit and showed the utmost concern for my good health and complete understanding.

Though I do not hope to spend more time at Mass General, with these two nurses by my side, their expertise and kindness did help to hasten my better health. Please extend my appreciation to both these nurses.

Sincerely,
Joan Seltzer

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MGH HOTLINE

WHAT'S HAPPENING

Ricardo Diaz Award ceremony and presentation
All MGH employees are invited to the first Ricardo Diaz Award ceremony and presentation Sept. 10, from 1 to 2:30 pm under the Bulfinch tent. The presentation will begin at 1:15 pm at which time the winner of this new award will be announced.

Clinical Research Program seminar series
The MGH Clinical Research Program (CRP) and the Partners Human Research Committee are co-sponsoring a presentation addressing "Adverse Event Reporting" Sept. 10, from 11:45 am to 1 pm in the Wellman 101 Conference Room. This presentation will focus on the Partners Adverse Event Reporting Guidelines. Staff involved in any type of human research are encouraged to attend. To register, call the CRP at (617) 726-1669.

Nursing career expo
MGH Patient Care Services will hold a Nursing Career Expo Sept. 14, from noon to 4 pm in the North and East Garden Dining Rooms. The Center for Clinical and Professional Development also will present two one-hour continuing education sessions for participants in the Haber Room. The first session "Delirium: Assessment and Management in the Acute Care Setting" will take place from 12:30 to 1:30 pm. The second session, "Sustaining Personal Resiliency in Clinical Practice," will take place from 2 to 3 pm. For more information, call Sarah Welch at (617) 726-5593.

Day of remembrance
The MGH Chaplaincy is sponsoring a day of prayer, music and reflection Sept. 11, from 7 am to 6 pm in the MGH Chapel. Chaplains will be available throughout the day. All are welcome to come and go. Regular chapel services also will be held. For more information, contact the MGH Chaplaincy at (617) 726-2220.

EAP seminar
The Employee Assistance Program (EAP) will begin its fall/winter lunchtime seminar series with "College Selection: A Family Affair" Sept. 12, from noon to 1 pm in the Walcott Conference Rooms. The seminar will help parents to be knowledgeable consumers and useful advocates as their children move to the next step in their education. For more information, call the EAP at (617) 726-6976.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Community Resources: Where to Go and Whom to Ask" Sept. 15, from 4 to 5 pm in the East Garden Dining Room. Ruth Grabel of the Massachusetts Department of Public Health Elder Health Programs, will provide information about state programs for seniors. For more information, call (617) 724-6756.

Women in science lecture
In commemoration of Women in Medicine Month, the MGH Office for Women's Careers (OWC) is sponsoring "Women in Science: Shattering the Glass Ceiling" Sept. 15, from noon to 1:30 pm in the Ether Dome. Elga Wasserman, MD, a scientist, lawyer and author, will discuss possible causes for the imbalance of women at the senior level and suggest steps that institutions can take to remove these barriers. CME credits are available. For more information, contact the OWC at (617) 724-5229.

Spanish for Health Care
MGH Training and Workforce Development will hold registration for fall classes of Spanish for Health Care, Sept. 10, 11 and 12. Registration at MGH Chelsea will be held Sept. 10, from 3:30 to 5 pm in the third floor conference room. Registration at the main campus will be held Sept. 11 and 12 in the lobby of the East Garden Room from 11:30 am to 3:30 pm both days. The course fee of $50 for the 10-week course must be paid by check or money order at the time of registration. For more information, visit *http://is.partners.org/hr/affiliates/mgh/spanish03.doc* or contact MGH Training and Workforce Development at (617) 726-2230.

IN GENERAL

Jay Fishman, MD, of MGH Infectious Diseases, recently was named as president-elect of the American Society of Transplantation for 2003-2004. Fishman is the first infectious disease specialist to lead the society.

Janet Hall, MD, of the MGH Reproductive Endocrinology Unit, recently was elected as a vice president for the Endocrine Society Council for the 2003-2004 term.

Leonard Kaban, MD, DMD, chief of MGH Oral and Maxillofacial Surgery, recently won the Harvard Medical School (HMS) Dean's Award for Leadership in the Advancement of Women Faculty. This award recognizes Harvard faculty members who are committed to the recruitment, retention and advancement of women at HMS.

John T. Potts, MD, director of Research, recently received the William Silen Lifetime Achievement in Mentoring Award. **Ernesto Gonzalez, MD,** of MGH Dermatology, received the A. Clifford Barger Excellence in Mentoring Award. Both awards were presented at Harvard Medical School's Excellence in Mentoring Awards ceremony.

Andrew Warshaw, MD, MGH surgeon-in-chief, has been awarded the Founder's Medal by the Society for Surgery of Alimentary Tract.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

September 12, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Simply the best: MGH receives Magnet recognition

A nervous excitement filled the air on Bulfinch 2 just before 11 am Sept. 8. Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, was expecting an important phone call. Surrounded by members of nursing and administration leadership, Ives Erickson patiently waited to hear from the commissioner of the American Nurses Association (ANA) the news the hospital community had been waiting for since June – would the MGH receive Magnet Nursing Recognition?

A proud moment for Ives Erickson and the MGH Nursing staff

There was a brief pause after Ives Erickson answered the phone. As all eyes rested on her, she finally gave a "thumbs up," and the small crowd broke into applause. The news was clear – the MGH had been awarded the highest honor for nursing excellence – making it the only Magnet-designated hospital in the state.

The Magnet Recognition Program was developed by the ANA's American Nurses Credentialing Center to recognize health care organizations that provide the best in nursing care and to uphold the tradition of excellence in professional nursing practice.

"MGH nurses consistently have distinguished themselves as leaders within their profession," says Ives Erickson. "It is quite gratifying to have the American Nurses Association formally confirm what the MGH community has always known – that MGH nurses are the best of the best."

As part of an extensive, multi-phased evaluation process, Magnet Recognition Program appraisers visited

(Continued on Page 2)

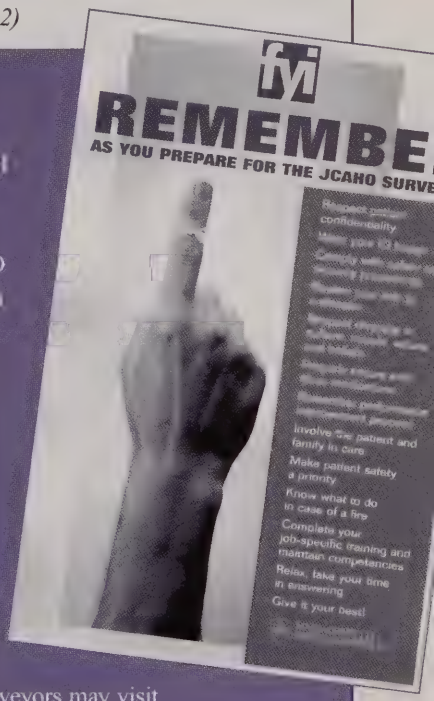
Journey to JCAHO comes to an end: Survey begins

It has been a year filled with planning and preparations, and the time has finally come for the MGH to show its excellence as the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) surveys the hospital Sept. 15 through 19.

"We're ready," says Maryanne Spicer, director of MGH Compliance and chair of the MGH JCAHO steering committee. "I am very confident in both the hospital and its staff. I think this is going to be an educational experience for everyone involved."

Most departments throughout the hospital have been busy getting ready for this visit since the last time the surveyors were here three years ago. But preparation ramped up about a year ago when the JCAHO steering committee convened.

Since that time, the committee has worked diligently to educate the hospital staff about JCAHO-related topics. This was accomplished partially through the FYI campaign, which consists of a website and a series of posters *(example at right)* and informational papers that highlight important topics, such as disaster planning, infection control and performance evaluations. The last FYI papers were distributed this week, focusing on ambulatory care, handling hazardous materials and assessment of domestic abuse.


fyi
REMEMBE
AS YOU PREPARE FOR THE JCAHO SURVE
Involve the patient and family in care
Make patient safety a priority
Know what to do in case of a fire
Complete your job-specific training and maintain competencies
Relax, take your time in answering
Give it your best!

A schedule of the times and locations of the surveyors' visits has been distributed and can be found on the MGH JCAHO website at *http://is.partners.org/jcaho/*. MGHers are reminded, however, that surveyors may visit any department at any time. For more information about the JCAHO survey, call Spicer at (617) 726-5109.

Adequate anticoagulation level reduces impact of stroke for patients with atrial fibrillation

A research team from the MGH and Kaiser Permanente of Northern California has shown that patients with atrial fibrillation who receive an appropriate level of anticoagulation therapy not only reduce their risk of having a stroke, they also cut the risk that any stroke they have will result in death or serious disability. The study in the Sept. 11 issue of *The New England Journal of Medicine* is the first to examine the effect of anticoagulation intensity on stroke outcome in patients with atrial fibrillation.

"It is very unusual to have a stroke when on anticoagulation therapy, but this study shows that it is possible to reduce the severity and complications for patients who do experience that uncommon event," says Elaine Hylek, MD, of the MGH General Medicine Division, the study's lead author.

Atrial fibrillation, a type of irregular heartbeat, is the strongest common risk factor for stroke. Many patients with atrial fibrillation are treated with blood-thinning medications – most frequently aspirin or the prescription drug warfarin – and previous studies have confirmed that achieving adequate levels of anticoagulation – as reflected by levels of 2.0 to 3.0 on a blood test called INR – can significantly reduce the risk that a stroke will occur.

The current report analyzed data on more than 13,000 Kaiser patients with atrial fibrillation, 600 of whom experienced ischemic (caused by a blood clot) stroke in the three-year period studied. Among patients who had a stroke while taking warfarin, those with an INR less than 2.0 had a risk of a severe stroke or dying in the hospital that was three times greater than patients with an INR greater than 2.0. For patients who had been taking aspirin, the risks were similar to those of patients with low INR, and those taking no anticoagulants had an even higher risk. Achieving adequate INR levels also reduced the risk of dying within 30 days of the stroke.

"All anticoagulation therapy has risks, including hemorrhage, and balancing those risks against the possibility that insufficient therapy will lead to a severe stroke is a serious concern," Hylek says. "Our results show that the risk of hemorrhage does not increase until INR levels reach 4.0, which should assure patients and physicians that the currently advocated INR target of 2.5 is most likely the right balance point." Other MGH authors of this study are Daniel Singer, MD, senior author; Yuchiao Chang, PhD, and Lori Henault, MPH. ●

MGH president offers a pint to the cause

As the end of the annual blood donor challenge approaches, Peter L. Slavin, MD, president of the MGH, and Curt Smith, president of the Massachusetts Eye and Ear Infirmary (MEEI), did their part Sept. 9 in helping this side of town obtain the coveted position of most blood donations.

The challenge pits the "Boston Red Cells" – MGH, MEEI and Spaulding – against the "Green Monsters" – BWH and Dana-Farber – in a friendly competition to increase blood donations among employees.

As *Hotline* goes to print, the Red Cells have taken the lead with more than 250 donations. The Green Monsters trail with 235 donations.

Slavin

By donating, Slavin and Smith hoped to create awareness about the competition and encourage employees to donate blood during competition time and beyond.

The last day for the challenge is Sept. 12, but MGHers always are encouraged to donate blood. To make an appointment to donate, call (617) 726-8177.

— *MGH receives Magnet recognition*

(Continued from Page 1)

the hospital in June to conduct an intensive, on-site examination of MGH's nursing and collaborative practices, professional development programs and research initiatives as well as its commitment to quality, safety, performance improvement and the community. Appraisers interviewed patients, staff nurses, physicians, hospital employees, administrators, trustees and nursing leadership to evaluate the MGH's nursing program, services and delivery of care to patients and families.

"Monday's announcement was a proud moment for our institution," says Peter L. Slavin, MD, president of the MGH. "This honor is well deserved by our nurses – who consistently provide the highest quality of care to the patients we serve."

During the next few weeks, the MGH community will be celebrating this achievement with public announcements, advertisements and special events. ●

2003 Partners in Excellence Award
Nomination Packet

Partners' accomplishments

Thanks to you and your colleagues working together throughout Partners, we have made great gains during the nearly 10 years of our partnership. All of us can be proud of the accomplishments of Partners HealthCare:

- We continue, year after year, to be recognized as national leaders in providing quality patient care. *U.S. News & World Report* has again ranked BWH and MGH, our founding institutions, in its National Honor Roll and recognized McLean and Spaulding as national leaders in their specialty areas.

- PCHI has focused on developing performance measures in their contracting strategy that will drive improvement in patient care. PCHI has also developed a patient registry system and referral management system.

- Partners' leadership role in research improves patient care not only at our hospitals, but also throughout the world. For fiscal year 2003, our research program is expected to total close to $760 million, with approximately $1.7 billion committed for future research. Among independent hospitals, MGH and BWH are the top two recipients of NIH funding. McLean is the top recipient among private psychiatric hospitals, and Spaulding's research funding continues to grow.

- We continue to attract the best candidates from around the country and worldwide to our academic programs.

- Patient volume continues to grow. Systemwide, we are serving an expanding patient population. From FY01 to FY02, discharges grew by 2,226 or 1.5 percent. Ambulatory visits increased by 4.0 percent.

- Partners' commitment to the community remains strong. We invest $100 million each year in community benefit programs to provide care for children and adults on Medicaid as well as uninsured and underinsured patients, support innovative community health partnerships and strengthen community health centers.

To acknowledge and celebrate these accomplishments, we are continuing the ***Partners in Excellence Award*** program, which recognizes individuals and teams at all levels of Partners for their "above and beyond the call of duty" contributions. *Partners in Excellence* ceremonies will be held in December to honor recipients and thank all employees.

Award criteria

The *Partners in Excellence Award* recognizes individuals or teams who have made significant contributions to Partners in the areas of **quality treatment and service, leadership and innovation, teamwork, operational efficiency,** or **outstanding community contributions.**

All employees in good standing, including medical staff, who work within Partners HealthCare and its affiliates, are eligible to receive a *Partners in Excellence Award.* Any employee may nominate any other employee with one exception: Senior management is not eligible for nomination. Recipients must be employed by Partners or one of its affiliates at the time of the award ceremony in order to receive recognition. Each institution is allocated a set number of team and individual awards. The institution's Human Resources Executive chairs a selection committee with representatives from various departments to review that institution's nominations and select their individual and team award recipients.

PARTNERS HEALTHCARE

2003 Partners in Excellence Award
Individual Nomination Form

Exemplary accomplishments at all levels of Partners HealthCare contribute to our ability to build a strong, customer-focused organization. Because of his or her "above and beyond the call of duty" contributions to Partners' accomplishments, I am nominating:

(Please write legibly or type)

Name of individual being nominated: _____

Department: _____ **Employee ID #:** *(If known)* _____

Nominee's e-mail address: _____ **Nominee's telephone #:** (___)_____

Nominee's institution: *(check one)*

- ❑ Brigham & Women's Hospital
- ❑ Mass. General Hospital
- ❑ Partners Corporate
- ❑ Dana-Farber/Partners CancerCare
- ❑ Faulkner Hospital
- ❑ McLean Hospital
- ❑ Newton-Wellesley Hospital
- ❑ North Shore Medical Center
- ❑ PCHI
- ❑ Partners Home Care
- ❑ Spaulding Rehabilitation Hospital Network

Health center or other site (if applicable): _____

Award categories: *(please check only one category per nomination)*

- ❑ Quality Treatment and Service (includes patient care, respect for individuals, customer focus, etc.)
- ❑ Leadership and Innovation (includes patient care, teaching, research, management, etc.)
- ❑ Teamwork
- ❑ Operational Efficiency
- ❑ Outstanding Community Contributions

Description of accomplishment(s):
You may use the back of this form to describe the reason for the nomination. Please provide as much detail as possible to accurately describe the reason for the nomination. Documentation in support of the nomination, such as letters from patients or other material, may be included with the submission.

USE FORM ON BACK TO PROVIDE DESCRIPTION

PARTNERS HEALTHCARE

2003 Partners in Excellence Award
Individual Nomination Description

In 400 words or less, describe the reason for the nomination, highlighting the outcome of the accomplishments in terms of quality improvement, financial savings or improved efficiency (Please write legibly. You may also type the description on a separate sheet and attach to the nomination form.)

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Nominated by: _____

Department: _____ **In-house bldg/room location:** _____

Date: _____ **e-mail address:** _____ **Telephone #:** (_____)_____

Nominator's institution *(check one):*

- ❑ Brigham & Women's Hospital
- ❑ Mass. General Hospital
- ❑ Partners Corporate
- ❑ Dana-Farber/Partners CancerCare
- ❑ Faulkner Hospital
- ❑ McLean Hospital
- ❑ Newton-Wellesley Hospital
- ❑ North Shore Medical Center
- ❑ PCHI
- ❑ Partners Home Care
- ❑ Spaulding Rehabilitation Hospital Network

Health center or other site *(if applicable)*: _____

Submit your 2003 nomination by September 26, 2003

Online: *http://intranet.partners.org/PIE*
Fax: (617) 724-0931
Mail: Partners in Excellence Award, Partners HealthCare, Employee Programs, 101 Merrimac Street, 4th Floor, Boston, MA 02114

For questions, contact Partners Employee Programs at (617) 724-9743 or via e-mail at *partnersinexcellence@partners.org*.

PARTNERS HEALTHCARE

2003 Partners in Excellence Award
Team Nomination Form

Exemplary accomplishments at all levels of Partners HealthCare contribute to our ability to build a strong, customer-focused organization. Because of his or her "above and beyond the call of duty" contributions to Partners' accomplishments, I am nominating:

(Please write legibly or type)

Name of team being nominated: _____

Team's institution: *(check one)*

- ❑ Brigham & Women's Hospital
- ❑ Mass. General Hospital
- ❑ Partners Corporate
- ❑ Dana-Farber/Partners CancerCare
- ❑ Faulkner Hospital
- ❑ McLean Hospital
- ❑ Newton-Wellesley Hospital
- ❑ North Shore Medical Center
- ❑ PCHI
- ❑ Partners Home Care
- ❑ Spaulding Rehabilitation Hospital Network
- ❑ Partners Network Team – *a team with members from more than one institution whose efforts benefit multiple institutions*

Health Center or other site *(if applicable)*: _____

Team leader(s) name (Required) *(Attach another sheet for additional names)*	**Institution** (Required)	**Employee ID #** (If known)	**E-mail address** (If known)	**Telephone #** (Required)
1.				
2.				

Award categories: *(please check only one category per nomination)*

- ❑ Quality Treatment and Service (includes patient care, respect for individuals, customer focus, etc.)
- ❑ Leadership and Innovation (includes patient care, teaching, research, management, etc.)
- ❑ Teamwork
- ❑ Operational Efficiency
- ❑ Outstanding Community Contributions

Name of team members (Required) *(Attach another sheet for additional names)*	**Institution/Site** (Required)	**Employee ID #** (If known)

Description of accomplishment(s):

You may use the back of this form to describe the reason for the nomination. Please provide as much detail as possible to accurately describe the reason for the nomination. Documentation in support of the nomination, such as letters from patients or other material, may be included with the submission.

USE FORM ON BACK TO PROVIDE DESCRIPTION

PARTNERS HEALTHCARE

2003 Partners in Excellence Award
Team Nomination Description

In 400 words or less, describe the reason for the nomination, highlighting the outcome of the accomplishments in terms of quality improvement, financial savings or improved efficiency. (Please write legibly. You may also type the description on a separate sheet and attach to the nomination form.)

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Nominated by: _____

Department: _____ **In-house bldg/room location:** _____

Date: _____ **e-mail address:** _____ **Telephone #:** (_____)_____

Nominator's institution *(check one):*

- ❑ Brigham & Women's Hospital
- ❑ Mass. General Hospital
- ❑ Partners Corporate
- ❑ Dana-Farber/Partners CancerCare
- ❑ Faulkner Hospital
- ❑ McLean Hospital
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- ❑ Spaulding Rehabilitation Hospital Network

Health center or other site *(if applicable)*: _____

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Fax: (617) 724-0931
Mail: Partners in Excellence Award, Partners HealthCare, Employee Programs, 101 Merrimac Street, 4th Floor, Boston, MA 02114

For questions, contact Partners Employee Programs at (617) 724-9743 or via email at *partnersinexcellence@partners.org*.

PARTNERS HEALTHCARE

Strategic planning spotlight: Expense Management Task Force

***Since the MGH** embarked on an intensive strategic planning effort several months ago to determine the future direction of its clinical programs, members of seven task forces have been meeting, planning and preparing to make preliminary recommendations to the Strategic Planning Steering Committee. Hotline will be highlighting the work of some of these task forces during the next several months.*

The main goal of the Expense Management Task Force is to evaluate opportunities to contain costs across all departments throughout the hospital. According to Jean Elrick, MD – senior vice president for Administration, who co-chairs the Expense Management Task Force with Sally Iles of MGH Primary Care – the task force is developing a plan to cut $15 million from the MGH cost base for fiscal year 2004 and reduce the hospital's cost base by $75 million during the following five years.

"Cost containment is done at the hospital all the time at an individual level and at the department level," Elrick says. "The goal of this task force is to look for opportunities that might be missed because staff are so busy and have focused on cost containment in their own departments."

With a multidisciplinary membership, the task force is focusing first on a variety of expense management opportunities, such as standardizing products, evaluating pharmacy needs, looking at inpatient ancillary utilization and reviewing role groups to facilitate patient flow.

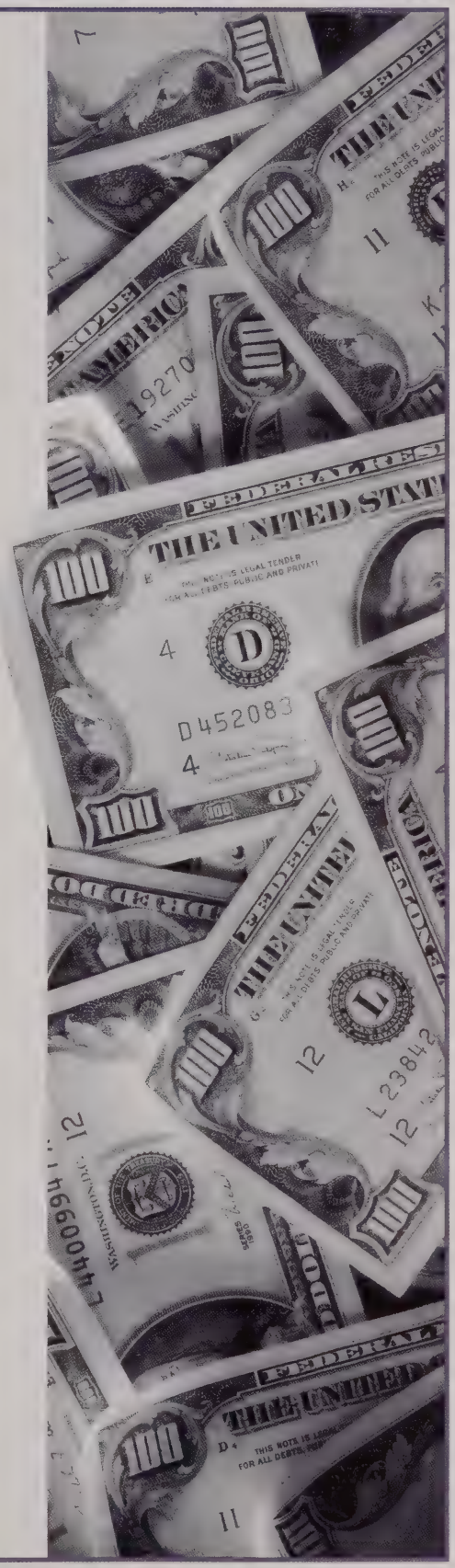
The 22-member task force is looking for both short-term and long-term possibilities for cost containment. "Some of our recommendations will be straightforward and can be done right away, while other recommendations will be for implementing entire processes that will become a part of the way we do business," says Elrick.

While members of the task force are developing their recommendations, they also understand that a great deal of work in expense management has already been done and continues on a daily basis. "We know that people throughout the hospital do their best all the time to reduce expenses, and as a result, the hospital is doing well financially compared with other institutions," says Elrick. "However, we won't be able to keep doing well if we don't plan for the future. Because of added outside pressures, such as the downturn in the economy and cuts in reimbursement, we need to evaluate our position thoughtfully and thoroughly, which is the main goal of this entire strategic planning effort."

The task force members have already developed a broad range of ideas for expense management and currently are evaluating their feasibility. Some examples – both large and small – include creating an in-house dictation service to eliminate using multiple agencies for these services; reducing the use of courier services; decreasing the catering service needs for meetings; expanding computer order entry for diagnostic imaging tests; and implementing a water filtration system to eliminate the use of bottled water.

The task force also is looking for expense management ideas from the hospital community at large. "This is a collaborative process," says Elrick. "We want everyone's input to find creative ways to better manage our expenses. This will be an ongoing process. If we don't find ways to reduce costs now, it will affect us drastically in the future."

Any employee is welcome to submit ideas to the Expense Management Task Force by visiting *http://is.partners.org/mghstrategicplan* or by sending written ideas through interoffice mail to the Expense Management Task Force, Bulfinch 240.



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MGH HOTLINE

WHAT'S HAPPENING

TV series to feature MGH
"Mavericks, Miracles and Medicine," a four-part television miniseries about the greatest moments in the history of medicine, will air Sept. 16, 17, 18 and 19 at 8 pm on the History Channel. Hosted by actor Noah Wyle, this four-part series will focus on the heart, brain, transplants and infectious diseases. The MGH is featured throughout the series.

MGPO forum
The MGH community is invited to attend the Massachusetts General Physicians Organization (MGPO) quarterly meeting forum "Health Care Costs and Trends: The Employer Viewpoint," Sept. 18, from 5:30 to 7 pm in the O'Keeffe Auditorium. For more information, call (617) 724-9080.

Women in science lecture
In commemoration of Women in Medicine Month, the MGH Office for Women's Careers (OWC) is sponsoring "Women in Science: Shattering the Glass Ceiling" Sept. 15, from noon to 1:30 pm in the Ether Dome. Elga Wasserman, MD, a scientist, lawyer and author, will discuss possible causes for the limited number of women at a senior level and suggest steps that institutions can take to remove these barriers. CME credits are available. For more information, contact the OWC at (617) 724-5229.

Research symposium
The MGH Cutaneous Biology Research Center will hold a research symposium entitled "Epigenetic Mechanisms and the Stem Cell Paradigm" Sept. 22, from 9 am to 5 pm at the Museum of Science. For more information, visit *www.mgh.harvard.edu/cbrc/cbrc_symposia.htm.*

Call for creativity
The Healing Arts team for MassGeneral Hospital for Children is seeking creative people to share their love for music, dancing, painting, drawing, sculpting, photography or any other arts and crafts. This creativity will be showcased at the Healing Arts Celebration, a gala art show and benefit Oct. 3. For more information, call (617) 724-5991 or send e-mail to *shettmer@partners.org.*

Safety fair
MGH Police and Security, Outside Services and Photography will sponsor the annual crime prevention and safety fair Sept. 25, from 11 am to 3 pm under the Bulfinch Tent. The focus will be community policing, and the event will offer a variety of demonstrations, displays and tables featuring important literature on safety topics. All entries from the photo contest also will be on display.

CRP workshop
The Clinical Research Program and the Partners Human Research Committee are sponsoring "How to Write Research Consent Forms that Subjects Understand – A Plain Language Workshop," Sept. 30, from noon to 4 pm in the Walcott Conference Rooms. There is a $50 fee for the course, and enrollment is limited. Registration is required. To register, visit *http://crnet.mgh.harvard.edu* or call (617) 726-1669.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Community Resources: Where to Go and Whom to Ask" Sept. 15, from 4 to 5 pm in the East Garden Dining Room. Ruth Grabel of the Massachusetts Department of Public Health Elder Health Programs, will provide information about state programs for seniors. For more information, call (617) 724-6756.

Journey to JCAHO

JCAHO tip of the week

***Surveyors from** the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) will be visiting the MGH Sept. 15 through 19. In preparation for the survey, Hotline is featuring a tip of the week. For more information, visit the MGH JCAHO website at http://ts.partners.org/jcaho/*

The following are tips to keep in mind for the JCAHO survey

- Always respect patient confidentiality.
- To report an emergency, call (617) 726-3333.
- Always wear your ID badge.
- Comply with safety and security procedures.
- Properly store and secure medications.
- Review your role in a disaster.
- Respect diversity in culture, morals, values and beliefs.
- Relax, be confident and take your time in responding to questions. You know the answers.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

September 19, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

New chief of Pediatric Surgery selected

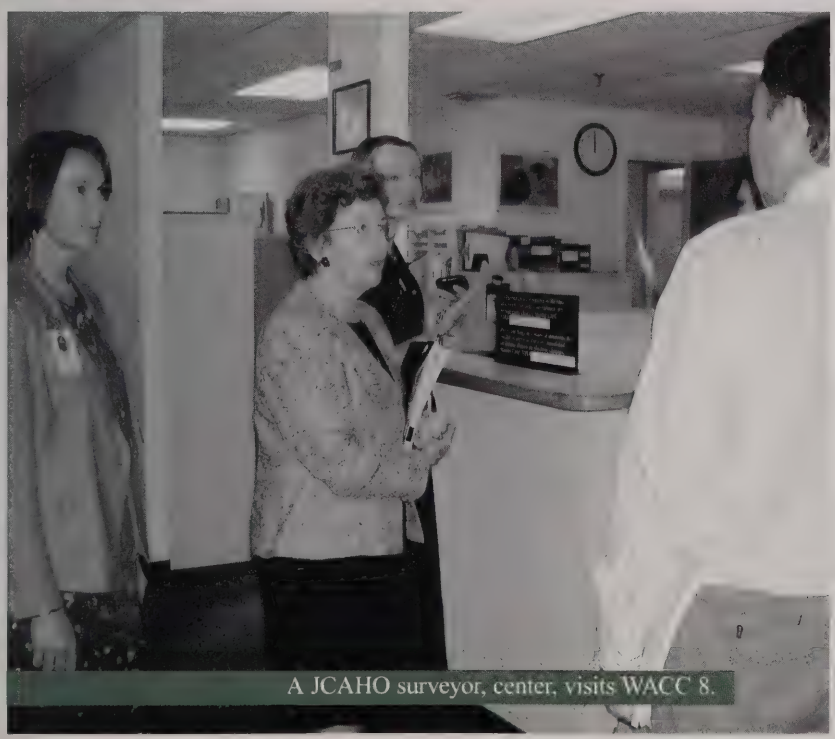
Effective Oct. 1, Joseph P. "Jay" Vacanti, MD, will become the new chief of Pediatric Surgery at the MGH, as well as surgeon-in-chief for MassGeneral Hospital for Children. He will succeed Patricia Donahoe, MD, who has served as chief of Pediatric Surgery for the past 12 years.

"The MGH is so fortunate to have had our Pediatric Surgery Department led by such a talented and skilled surgeon as Pat Donahoe," says Ann Prestipino, senior vice president for MGH Surgery, Anesthesia and Cardiac Program. "She has made the department into one of the best in the country, and we will always be grateful for her leadership. We also are fortunate that Jay Vacanti has agreed to continue her legacy with this department and lead Pediatric Surgery at the MGH on into the 21st century."

A renowned pediatric transplant surgeon, Vacanti trained at the MGH, spent many years at Children's Hospital in the Department of Surgery, and returned to the MGH in 1998 to head the hospital's pediatric transplant unit. He also has continued his pioneering research in the new and growing field of tissue engineering, the creation of living tissues in a laboratory for repair or replacement of damaged tissues and organs.

(Continued on Page 3)

Vacanti



A JCAHO surveyor, center, visits WACC 8.

JCAHO surveyors put MGHers through their paces

Surveyors from the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) survey team traveled the hallways of the MGH this week, inspecting inpatient and outpatient areas, meeting with hospital administrators and asking MGH employees about hospital policies and procedures. The JCAHO survey, which takes place every three years, is a comprehensive review of hospital programs, policies and procedures. Its goal is to help improve the quality of care provided by accrediting health care organizations that qualify after completion of a thorough inspection.

"It's going well," says Maryanne Spicer, chair of the JCAHO steering committee, about the surveyors' progress. The hospital will receive final word about the results of the JCAHO visit within the next few months. ●

Child-friendly Pediatric Radiology waiting area opened

MassGeneral Hospital for Children patients who are having a radiographic exam now have a waiting room tailored to their needs. MGH Radiology and MassGeneral Hospital for Children collaborated to create the new Pediatric Radiology waiting room on Ellison 2, a "pedi-friendly" environment that will focus on the needs of young patients.

The waiting room features a built-in slide, books, puzzles and other fun toys. A pediatric coordinator and a child-life specialist also are available to assist parents, children and physicians with all aspects of the patient exam process.

During the Sept. 9 grand opening of the waiting room, Diego Jaramillo, MD, division head of MGH Pediatric Radiology; Denise Palumbo, RN, administrative director for MGH Radiology; James Thrall, MD, chief of MGH Radiology; and R. Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics for MassGeneral Hospital for Children, spoke briefly about how the new waiting room will contribute to better service and care for pediatric patients.

MGH Revere opens new unit

MGH Revere HealthCare Center celebrated the grand opening of its new Physical and Occupation Therapy Unit Sept. 8.

Roger Pasinski, MD, medical director of MGH Revere, and Debra Jacobson, administrative director of the health center, introduced special guests Peter L. Slavin, MD, president of the MGH; Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse; Gregg Meyer, MD, medical director of the Massachusetts General Physicians Organization; and Michael Sullivan, PT, director of the MGH Physical and Occupation Therapy Unit.

This state-of-the-art unit also offers a calming view of the ocean to aid in the rehabilitation of patients.

From left, Slavin, Meyer, Ives Erickson, Marie Brownrigg, PT, Pasinski and Sullivan help cut the ribbon.

MGH HOTLINE

ADVANCES

Pancreatic cancer linked to developmental cell signaling pathway

Scientists at the MGH and the University of California at San Francisco have found strong evidence that a cell signaling pathway active in embryonic development plays a crucial role in pancreatic cancer. The finding, published in the journal *Nature*, provides the first model of the development and growth of pancreatic cancer and suggests a clear route for treatment of this lethal malignancy.

Pancreatic cancer is the fourth leading cause of cancer deaths in the United States. Each year 30,000 cases are diagnosed, and for the majority of patients the disease is incurable. Using human cell lines, the researchers showed that pancreatic cancer growth can be arrested by chemically blocking a signaling pathway previously known to be active in human embryonic development. Known as the Hedgehog pathway, this cascade of chemical steps allows proteins to pass along a signal that leads to changes in gene activity and has already been linked to several other types of cancer.

"Surgery has represented the only possible cure for pancreatic cancer patients," said Sarah P. Thayer, MD, PhD, of the MGH Cancer Center, the paper's co-first and co-senior author. "Most patients, however, are diagnosed at an incurable stage of their disease. We have been stymied by our inability to diagnose patients earlier and offer effective treatments." She and her colleagues hope that identifying the role of the Hedgehog pathway will lead to development of better therapeutic strategies.

MGH co-authors of the study are Drucilla Roberts, MD; Gregory Lauwers, MD; Corinne Nielsen; Carlos Fernández-del Castillo, MD; Bozena Antoniu; Vijay Yajnik, MD, PhD; and Andrew Warshaw, MD. ●

– New chief of Pediatric Surgery selected

(Continued from Page 1)

In addition to his new role, Vacanti will continue to serve as director of the Organ Fabrication and Tissue Engineering Laboratories.

Donahoe came to the MGH as a fellow in 1970, and following a year's fellowship in England, returned to the hospital in 1973 as staff member in the Pediatric Surgery Division. She led the unit from 1984 to 1991, and in 1991 was named chief when Pediatric Surgery was granted departmental status. Donahoe became one of the first women to hold a chief's role at the MGH. She also is the Marshall K. Bartlett Professor of Surgery at Harvard Medical School.

After stepping down as chief, Donahoe plans to continue her patient care activities and direct her research lab. For more than 30 years, Donahoe has been nationally recognized for her research and for her surgical treatment of complex congenital urogenital disorders.

"It is hard to imagine that anyone could match Pat Donahoe as a basic scientist and a compassionate pediatric surgeon," says R. Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics for MassGeneral Hospital for Children. "We are fortunate, however, to have Jay Vacanti step into this role – Jay, like Pat, is world class at everything he does."

Andrew Warshaw, MD, MGH surgeon-in-chief, adds: "With leadership and inspiration from Pat Donahoe and Alan Ezekowitz, MassGeneral Hospital for Children has emerged as an outstanding facility for pediatric care and discovery of new clinical and scientific knowledge. The MGH is incredibly fortunate to have Jay Vacanti as Pat's successor. His combined talents should help to maintain MassGeneral Hospital for Children at the forefront of surgery for children." ●

A tragic day remembered

A single red rose, candle-lit prayer and inspirational music quietly marked the second anniversary of the tragic events of Sept. 11, 2001.

Services and prayers were offered in the chapel to help the MGH community remember those who lost their lives two years ago. Chaplains were available throughout the day, and a prayer book was placed in the chapel, for people to offer written thoughts and prayers.

Patients, visitors and employees who visited the chapel did so quietly, seeking understanding and offering support.

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MGH HOTLINE

WHAT'S HAPPENING

Weight management class
MGH Nutrition Services is offering a 10-week weight management class "Winning at the Losing Game" beginning Sept. 23, from 5:30 to 7:30 pm and meeting every Tuesday. The cost of the class is $240 for MGH employees, and enrollment is limited. For more information or to register, call (617) 726-2779.

Ethics forum
The MGH Ethics Task Force and the Schwartz Center are sponsoring "Complicated End-of-Life Decision Making," Sept. 26, from noon to 1 pm, in Walcott 2. Lunch will be provided at 11:45 am. For more information, send e-mail to *mwise@partners.org*.

Senior HealthWISE seminar
The MGH Senior HealthWISE education seminar program will offer "Managing Your Medication: The Cost and Care" Sept. 29, from 4 to 5 pm in the East Garden Dining Room. Representatives from MGH Pharmacy will discuss taking medications safely and the cost of medications. For more information, call (617) 724-6756.

Macaluso Awards
Nominations now are being accepted for the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award. The award recognizes direct care providers in MGH Patient Care Services who exemplify the expert caregiving embodied by the late Stephanie M. Macaluso, RN. Nomination forms may be picked up in all patient care areas and at the Gray Lobby information desk. All nominations must be received by Oct. 2. For more information, call Mary Ellin Smith, RN, MS, at (617) 724-5801.

Safety fair
MGH Police and Security, Outside Services and Photography will sponsor the annual crime prevention and safety fair Sept. 25, from 11 am to 3 pm under the Bulfinch tent. The focus will be "Protecting You in This Changing World" with a variety of demonstrations, displays and tables featuring important literature on safety topics. All entries from the sixth annual photo contest will be on display. Additionally, staff from the MGH Safety Department, Employee Assistance Program, HAVEN (Hospitals Helping Abuse and Violence End Now) program and MassGeneral Hospital for Children will be on hand to discuss their programs. Free raffle drawings will take place.

Alcoholism education series
The Blum Patient and Family Learning Center, located in the Main Corridor, will host free education seminars about alcoholism every Thursday at 5:30 pm. Topics will include a discussion about the disease, the effects on children, intervention, treatment and recovery. No registration is needed. For more information, call (617) 726-9216.

Computer training
Partners Information Systems Training has released the fall computer workshop training schedule for Microsoft Office applications. For more information, visit *http://is.partners.org/training*. Schedules and registration forms also are available by calling (617) 724-1240.

Run of Hope

Roberta "Bobbi" Gibb, the first woman ever to run the legendary Boston Marathon, is joining forces with the MGH and Four Seasons Hotel Boston to launch the Four Seasons "Run of Hope," a 5k run along the Charles River.

The run is a tribute to the late Terry Fox, a Canadian who, in his own fight against cancer, set out to run across Canada in an effort to create awareness and raise money to fund cancer research worldwide. Each Four Seasons Hotel around the world sponsors an annual run for cancer research. Money raised from the Boston Run of Hope will fund pediatric cancer research at the MGH.

The run will be held Sept. 27 at 10 am along the Charles River. A registration fee of $20 for adults, $10 for children and $40 for families will go to the fund.

MGHers who are interested in participating can find registration forms at the MGH Cancer Center website at *www.massgeneral.org/cancer* or by calling Beth Homicki at (617) 726-6298.

Second from left, Howard Weinstein, MD, of MassGeneral Hospital for Children.

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(617) 726-2206

September 26, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Journey to JCAHO

The journey comes to an end

It was standing-room only in the O'Keeffe Auditorium Sept. 19 as MGH employees joined hospital leadership and surveyors from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) for an important debriefing that signalled the end of the surveyors' visit to the MGH.

The JCAHO survey is one of the most intense visits from an outside organization a hospital experiences. Every three years the MGH invites the JCAHO to visit the hospital and review all hospital programs, policies and procedures. During this year's visit Sept. 15 to 19, JCAHO surveyors also performed the laboratory survey, which takes place every two years.

"You have a wonderful hospital here, filled with talented people," said one surveyor at the meeting. "On behalf of all the surveyors, thank you for making us feel at home."

Following the survey the hospital received a preliminary report, which was largely a positive response but also identified specific areas that needed improvement. Corrective actions now are taking place in those areas.

During the next 30 days, the MGH will continue to review these recommendations and make the appropriate changes needed. The hospital will then update the JCAHO about the steps that were taken for improvement. The JCAHO surveyors could possibly come back for a follow-up visit to observe the changes that were implemented.

A final score will then be provided to the hospital, which will be posted on the MGH JCAHO website. Until then, the MGH will continue to follow JCAHO requirements, follow up on areas that need to be improved and report the progress to the JCAHO.

"We understand that there is always room for improvement, especially in an organization as large and complicated as the MGH, but we are very pleased with the survey and the enormous efforts everyone made to prepare for the visit," says Maryanne Spicer, director of MGH Compliance and chair of the JCAHO Steering Committee.

MGHers put themselves in the way: United Way campaign to kick off

Familiar faces will be seen around the hospital beginning Oct. 6 when the MGH United Way campaign kicks off with posters of MGHers who support the United Way. The leadership portion of the campaign was launched at the hospitalwide leadership meeting, held Sept. 24 in the O'Keeffe Auditorium, with the unveiling of one of the posters featuring Peter L. Slavin, MD, president of the MGH, and David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization *(shown at right)*. The MGH posters are similar to the United Way's local advertising campaign that features donors who "put themselves in the way" of difficult issues – such as hunger, homelessness and domestic violence – by supporting the United Way.

Harry Rubash, MD, chief of MGH Orthopædics and co-chair of the MGH United Way Steering Committee, gave a presentation about this year's campaign at the leadership meeting. Rubash is co-chairing the committee with Dawn Tenney, RN, MSN, associate chief of Perioperative Nursing.

More information about this year's United Way campaign will be distributed in the coming weeks. ●

DRS. SLAVIN AND TORCHIANA PUT THEMSELVES IN THE WAY.
Peter L. Slavin, MD, president of the MGH, and David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization.

put yourself in the way
the
United Way
of Massachusetts Bay
uwmb.org

Make your contributions count.
Give to the MGH United Way campaign.
MGH
MASSACHUSETTS GENERAL HOSPITAL

put yourself in the way When you support the United Way, their network of community agencies makes sure your donations go where they will do the most good. Your donations will provide preventative health care, disabilities screenings, education and nutritious food for families in need. And you'll help change lives. To find out more about the United Way, visit uwmb.org or call 617-624-8000.

MGHer receives patient safety award

Jeffrey B. Cooper, PhD, director of Biomedical Engineering for the MGH and Partners, will receive the John M. Eisenberg Award for Lifetime Achievement in Patient Safety. The award is granted by the National Quality Forum (NQF) and the Joint Commission on Accreditation of Healthcare Organizations.

Cooper began his career in research and development with the Anesthesia Bioengineering Unit in MGH Anesthesia in 1972, leading the team that conducted studies of critical incidents and human error in anesthesia. The first publication of those studies in 1978 was one of the earliest reports of medical error and its relationship to human factors. During the same time, he was leading a team that developed one of the first microprocessor-based medical technologies aimed at integrating functions and alarms to reduce human and system errors associated with anesthesia delivery apparatus. Both of these efforts have catalyzed changes in anesthesia safety.

Cooper will receive the award Sept. 30 at the NQF annual meeting in Washington.

Cooper

ADVANCES

Combining osteoporosis drugs does not improve bone density

Combining two types of osteoporosis drugs does not improve bone density, according to a study by MGH researchers. Their report in the Sept. 25 issue of *The New England Journal of Medicine* describes how men with osteoporosis who received both alendronate and parathyroid hormone (PTH) actually had lower bone density at the end of the almost three-year study than did men receiving PTH alone.

Alendronate, one of a type of drugs called bisphosphonates, is FDA approved to treat osteoporosis in men and women and works by slowing the resorption or breakdown of bone. Injections of PTH, a treatment developed through MGH research, increase bone formation and were approved by the FDA in December 2002 to treat osteoporosis. Since the two medications work in complementary fashions, combining both drugs appeared promising.

The 83 study participants were randomly assigned to three groups: one received daily PTH injections, one was treated with alendronate and the third received both therapies. Several measures of bone density were taken during the 30-month study, and although combination therapy improved bone density in the spine more than alendronate alone, neither improved spinal bone density as much as PTH alone. Similar results were seen in other areas measured, and there were no significant differences among the three groups in effects on total body bone density.

"Bone resorption could release growth factors that stimulate bone formation and are necessary to get the full effect of PTH," says Joel Finkelstein, MD, the MGH endocrinologist who led the study. "At this time, we are generally recommending that anyone taking PTH use it by itself and that anti-resorptive therapies be stopped before starting PTH therapy."

The study's coauthors are Robert Neer, MD, senior author; Annmarie Hayes, MSN, RNC, NP; Joy Hunzelman, MSN, NP; Jason Wyland; and Hang Lee, PhD. ●

With a little help from our friends: MGHers succeed in blood donor challenge

The numbers are tallied, and the results are in. After a competitive three-week challenge, winners have emerged. The annual blood donor challenge between the "Boston Red Cells" – MGH, MEEI and Spaulding – and the "Green Monsters" – BWH and Dana-Farber – concluded Sept. 12, with patients at all of the hospitals being declared as the true winners.

The results of the challenge were close with one team winning by a small margin. If compared to a political race, the Boston Red Cells won the "popular vote" with 343 donations, versus the Green Monsters with 305 donations. The Green Monsters won the "electoral vote" with 3 percent of all full-time, day-time employees donating and the Red Cells came in a close second with 2.6 percent of all full-time, day-time employees donating.

"The real winners of this annual challenge are the patients who receive the blood donations during this time of year when blood supply levels drop dangerously low," says Kate Grealy of the MGH Blood Donor Center.

MGH HOTLINE

Strategic planning spotlight: New Business Opportunities Task Force

Since the MGH embarked on an intensive strategic planning effort several months ago to determine the future direction of its clinical programs, members of seven task forces have been meeting, planning and preparing to make preliminary recommendations to the Strategic Planning Steering Committee. Hotline will be highlighting the work of some of these task forces during the upcoming weeks.

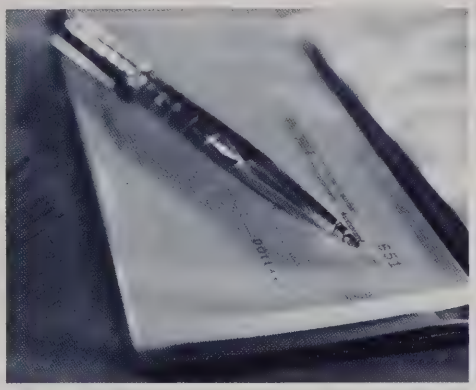
The main goal of the New Business Opportunity Task Force is to find new ways for the hospital to deliver additional services to the MGH community and beyond that also will bring in added revenue. The task force – which is chaired by James Thrall, MD, chief of MGH Radiology – is charged with identifying potential new nonclinical lines of business.

"One of our main goals is to look at all services that can potentially benefit patients, families and visitors as well as our own employees and the general public," says Thrall. "What can we do to help people in their daily lives? For example, can we offer employees a special place to buy uniforms and other supplies needed to do their jobs? Can we make day passes to the health club available for family members who are visiting patients? In addition to providing the best medical care, what other quality services can we provide?"

Three subcommittees of the task force have been formed to focus on different areas – technology transfer and intellectual property; retail, sales and services; and publishing, education, multi-media and consulting opportunities.

The main goal of the technology transfer and intellectual property group is to expand the financial return to the hospital through such means as licensing its inventions and enhancing royalty revenue. According to Thrall, the MGH is one of the top nonprofit institutions in the country in procuring patents on research. The subcommittee will identify ways to increase return through licensing opportunities, patent filings and possibly by forming start-up companies.

The subcommittee on retail, sales and services is focusing on ways to enhance already-established retail areas of the hospital, as well as developing new retail concepts. With successful retail efforts such as the MGH General Store and Flower Shop, Images Hair Salon, Nutrition and Food Services and The Clubs at Charles River Park – the committee



is considering making some of these services more visible to patients and visitors. For example, having pushcarts in the Main Corridor that sell flowers, balloons and other items that also are available in the General Store may increase the store's visibility and accessibility.

A new retail opportunity the committee is exploring is the creation of a full-service MGH spa that offers services such as massages and facials for patients, families and visitors.

The subcommittee on publishing, education, multi-media and consulting is researching opportunities to offer MGH expertise in various educational forms outside of the hospital community. For example, the hospital could offer information about common diseases and health topics on multi-media CDs or other electronic formats. Another possible opportunity would be to offer workplace wellness fairs and programs to local businesses.

"These subcommittees have generated a lot of great ideas so far, but we also would love to get more ideas from the MGH community – especially in the retail and sales area," says Thrall.

Any employee is welcome to submit ideas by visiting *http://is.partners.org/mghstrategicplan* or by sending written ideas through interoffice mail to the New Business Opportunities Task Force, Bulfinch 240.

MGH wage and salary program announced

The MGH this week announced the fiscal year 2004 wage and salary program effective Sept. 28, that includes a performance-based increase ranging up to 4 percent. This year's General Hospital program is funded at 3 percent. Those who are above the maximum of their pay range are eligible for a bonus of up to 3 percent, which is funded at 2 percent.

The Massachusetts General Physicians Organization is using a similar approach. Practices will make decisions about increases based on their financial ability to participate in this program.

While the hospital continues to face difficult challenges because of the weakened economy and reduced revenues collected by the state and federal governments, the MGH remains financially stable and continues to grow. "Despite external factors that affect the hospital, we are pleased that we can offer a wage and salary program that provides pay increases at the same level as last year," says Jeff Davis, senior vice president for MGH Human Resources.

In a letter about the program that was distributed Sept. 25, Peter L. Slavin, MD, president of the MGH, commended employees for their hard work and dedication. "In my first year as president of the MGH, I have been fortunate to meet many of you," he said. "I am continually impressed by your extraordinary effort and commitment to deliver the best care and services."

Employees and staff who have questions about the wage and salary program are encouraged to speak to their supervisors.

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MGH HOTLINE

WHAT'S HAPPENING

Deadline extended for PIE Awards

The deadline for nominations for the Partners in Excellence (PIE) Awards has been extended to Oct. 2. Nomination forms can be obtained through supervisors, Human Resources generalists or online at *http://intranet.partners.org/pie*. For more information, call the PIE information line at (617) 724-9743 or send e-mail to *partnersinexcellence@partners.org*.

Ether Day celebration

Ether Day will be celebrated at the MGH this year Oct.10, from 2 to 3:30 pm under the Bulfinch Tent. During this special celebration, employees will be recognized for their length of service. An invitation-only dinner for MGHers who have served at the hospital for 20 years or more will be held Oct. 16 at the Boston Marriott Long Wharf Hotel. For more information, visit *http://is.partners.org/hr/affiliates/mgh/etherday.html*.

Women's wellness fair

The MGH Women's Health Coordinating Council will host the third annual women's wellness fair "Women's Health Across the Lifespan" Oct. 2, from 10 am to 2 pm under the Bulfinch Tent. Educational material about general health and wellness, menopause, cancer prevention, caring for aging parents, exercise and fertility will be available. For more information, contact Mary Ellen Heike, RN, at (617) 724-8044.

Senior HealthWISE fall lecture series

The MGH Senior HealthWISE program will begin its fall lecture series with "Seniors Get Moving" Oct. 7, from 11 am to noon in the Walcott Conference Room. Kate Brill-Daley, Sandra Conner and Dan Murphy of the Clubs at Charles River Park, will discuss how seniors can get stronger, live longer, and how much and how often they should exercise. For more information, call (617) 724-6756.

Physical therapy month

MGH Physical Therapy is planning several staff and community education activities to celebrate Physical Therapy Month in October. This year's theme is "Exercise Your Options." Information tables will be at the women's health fair Oct. 2, from 10 am to 2 pm, and will focus on osteoporosis and posture. Hallway exhibits will be displayed Oct. 15 to 29, from 10 am to 2 pm.

Nathaniel Bowditch Prize nominations

Nominations now are being accepted for the 2003 Nathaniel Bowditch Prize. The $5,000 award will be presented to an MGH employee who has helped improve the quality of care while reducing the cost of such care. All nominations should be submitted by Oct. 15 to Andrew Warshaw, MD, chairman of the Bowditch Prize Selection Committee, White 506. For more information, call (617) 726-8254.

Case management week

The Case Management Department will celebrate Case Management Week Oct. 5 to 11. Display tables will be available in the Main Corridor throughout the week. The second annual Case Management Change Show will be held Oct. 9 at 3:30 pm in the O'Keeffe Auditorium. On Oct. 30, from noon to 1 pm, an educational program "Case Management: What It Is and What It Is Not" will be held in the O'Keeffe Auditorium. Peter Moran, RN, case manager for MGH Emergency Department, will be the guest speaker. For more information, call (617) 724-8561.

ProTech program recruitment

The ProTech program at the MGH is recruiting departments and staff to share their job experience by hosting small groups of students from East Boston High School Oct. 29. The program also is recruiting volunteers to give tours, serve as guest speakers, participate in MGH department rotations and provide internship opportunities. For more information, call (617) 724-8326 or send e-mail to *gkagan@partners.org*.

IN GENERAL

Dennis Ausiello, MD, MGH physician-in-chief, recently was named to the Academy of Arts and Sciences. The Academy is an international society composed of the world's leading scientists, scholars, artists, business people and public leaders.

Pembe Hande Ozdinler, MD, of MGH Neurosurgery, recently received the Harvard Center for Neurodegeneration and Repair Postdoctoral Training Fellowship. This fellowship was created to provide a training environment geared toward translational research.

Robert Sheridan, MD, of the MGH Burn and Trauma Services, recently was elected as a Fellow of the American Academy of Chest Physicians for contributing to surgical critical care.

Correction

Last week's *Hotline* contained incorrect information about the department of Sarah Thayer, MD, PhD, one of the leaders of a study finding a cell signaling pathway's involvement in pancreatic cancer. Thayer is with the MGH Department of Surgery.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

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***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

October 3, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Leadership meeting offers update on hospital's 2004 budget, Magnet recognition and other activities

Despite financial challenges such as decreases in reimbursement and external cost pressures, the MGH was able to balance its operating budget for fiscal year 2004, according to Sally Mason Boemer, vice president for MGH Finance, who gave a presentation about the FY '04 budget at a leadership meeting held Sept. 24.

To accomplish the balanced budget, hospital leaders developed several strategies to help close what began as an approximate $60 million gap. They reduced expenses in new and existing programs, enhanced revenues by refining volume and rate assumptions, and relied on cost-cutting initiatives from other Partners entities to reduce costs and build on savings.

After Mason Boemer's presentation, Peter L. Slavin, MD, president of the MGH, thanked members of hospital leadership for their hard work they did turning around the financial performance for FY '03 and developing a budget for FY '04. "We have had to deal with a lot of challenges in this budget process, and we still face more that lie ahead. But if we stick to the roadmap we have developed, we should be able to remain on target financially. We need to meet these targets in order to be able to fund key investments in the MGH, such as the Yawkey building and the new research building," he said.

"YOU MAKE ME PROUD TO BE HERE EVERY DAY — PARTICULARLY THOSE DAYS THAT THE JCAHO SURVEYORS WERE HERE."

— MARYANNE SPICER, DIRECTOR OF MGH COMPLIANCE

Slavin also gave an update about the hospital's strategic

(Continued on Page 2)

MGHers display talent at annual POPPS Fair

Mike Neville from MGH Police and Security was among the winners of this year's annual amateur photography contest for his heartfelt photo of his daughter, Catherine Grace, 4, making friends with a dolphin *(shown right)*. Neville's photo, along with other entries, was displayed for the MGH community at the Police and Security, Outside Services, Photography and Parking (POPPS) Fair, held Sept. 25 under the Bulfinch Tent.

The POPPS Fair is an annual MGH event, which offers the opportunity for Police and Security and other hospitalwide programs such as HAVEN (Hospitals Helping Abuse and Violence End Now) to showcase their services.

ADVANCES

Blood vessel development interacts with fat formation

The physiological processes of angiogenesis, the growth of new blood cells, and adipogenesis, the development and growth of fat cells, appear so closely interwoven that interfering with one process also halts the other. These findings from MGH researchers – which could help to solve problems ranging from cancer to obesity to the development of replacement organs – were published online Oct. 2 by the journal *Circulation Research*.

"It really looks like angiogenesis and adipogenesis are joined at the hip," says Rakesh K. Jain, PhD, director of the Steele Laboratory for Tumor Biology at the MGH, and senior author of the study. "These findings are helping us understand just how closely these processes work together and identify new ways of controlling these functions to meet important medical challenges."

The research team first implanted normal preadipocytes (fat cell precursors) into chambers beneath the skin of immune-deficient mice, and as expected the cells differentiated into mature fat cells. Blood vessels that developed to supply the growing tissue also formed efficient, organized networks, something that rarely happens outside of natural growth conditions. To block fat cell differentiation, the researchers introduced an inactive form of a protein required for fat cells to mature. Not only did the affected implants neither grow nor differentiate into mature fat cells, but there also was no blood vessel development. Similarly, introduction of an antibody against a protein key to angiogenesis prevented blood vessel development in the implants and also kept the fat cell precursors from maturing.

These findings could have a wide range of medical applications. Anti-angiogenesis compounds already are being evaluated as cancer-fighters and now may be useful in combating obesity. The observation that blood vessels growing in response to adipogenesis form organized networks might help with efforts to grow new organs and tissues, as developing a circulatory system is a key challenge in tissue engineering.

Dai Fukumura, MD, PhD; Akira Ushiyama, PhD, and Dan Duda, DMD, PhD, of the Steele Laboratory are co-first authors of the paper. Other MGH authors are Lei Xu, MD, PhD, Joshua Tam, BS, and Igor Garkavtsev, MD, PhD.

— Leadership meeting

(Continued from Page 2)

planning process, informing the audience that the seven task forces have been hard at work developing significant ideas and recommendations to be given to the Strategic Planning Steering Committee by the end of October. The steering committee then will review these recommendations, set priorities, begin implementing some of the short-term recommendations in November and develop a process for reviewing the long-term recommendations. There also will be ongoing communications about the progress of these task forces in *Hotline (See article Page 3 and insert)* and other venues.

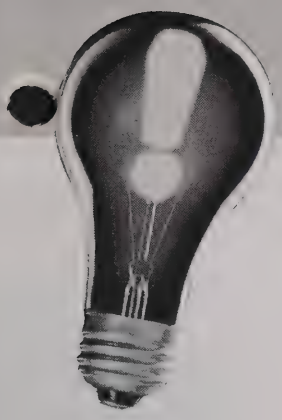
Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, then gave an enthusiastic presentation about the hospital's recent recognition as the first and only Magnet-designated hospital in the state. Magnet recognition is the highest honor for nursing excellence bestowed on hospitals by the American Nurses Association's American Nurses Credentialing Center. The award is meant to recognize health care organizations that provide the best nursing care and that uphold the tradition of excellence in professional nursing practice.

Less than 1 percent of hospitals in the nation earn Magnet s[illegible], and the MGH is only the 83rd in the nation to receive such an honor. Ives Erickson concluded her presentation with a moving video tribute to all MGH employees who helped the hospital attain this significant achievement.

Maryanne Spicer, director of MGH Compliance, then gave a review of the hospital's recent survey from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). As chair of the hospitalwide JCAHO steering committee, Spicer coordinated the hospital's efforts to prepare for the surveyors' visit, which also included a lab survey. According to Spicer, the MGH received a preliminary report from the surveyors that overall was positive with a few recommendations for improvement that the hospital already is addressing.

The hospital will receive the final results of the survey in about a month. "I want to thank everyone for the hard work in preparing for this visit, and I want to congratulate you all on a positive survey," said Spicer. "You make me proud to be here every day – particularly those days that the JCAHO surveyors were here."

The leadership meeting concluded with a presentation about this year's United Way campaign by Harry Rubash, MD, chief of MGH Orthopædics, who serves as co-chair of the United Way Steering Committee with Dawn Tenney, RN, MSN, associate chief of Perioperative Nursing. The goals of this year's campaign – which begins Oct. 6 and will run through Oct. 24 – are to increase emp[illegible] participation to 10 percent and to raise at least $260,000.



Submit your ideas

The MGH is in the midst of an intensive strategic planning effort to determine the future direction of its clinical programs. Seven task forces are hard at work to focus on specific areas and to make preliminary recommendations to the Strategic Planning Steering Committee. During this process, several task forces are looking for help from the MGH community.

Your ideas are important to us. The following task forces are looking for ideas in certain categories. If you have suggestions that will fit into one of these categories, please submit them to the Strategic Planning Steering Committee using the form on the reverse side.

Task Force: Expense Management
How can we better manage expenses, reduce the cost of providing the services we provide?

We are looking for suggestions in the following categories:

- Ways to reduce cost of supplies and materials
- Ways for making processes more efficient
- Ways for streamlining workflow and documentation

Task Force: Workforce Issues
How can we improve the worklife of the MGH workforce?

We are looking for suggestions in the following categories:

- Ways to increase efficiency for employees
- Ways to make the professional practice environment more supportive
- Ways to reduce employee turnover
- Ways to address workforces shortages in specific areas

Task Force: New Business Opportunities
What new, nonclinical businesses would generate revenue for the MGH, while being consistent with the MGH mission?

We are looking for suggestions in the following categories:

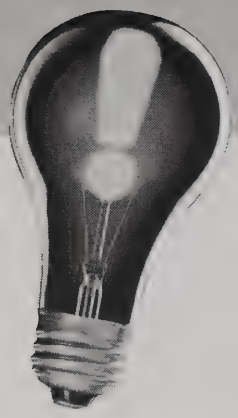
- Retail businesses
- Intellectual property
- "Luxury" services
- Publishing
- Consulting

Task Force: Quality and Patient Safety
How can we increase the quality of care provided at the MGH and improve patient safety?

We are looking for suggestions in the following categories:

- Improving processes and systems
- Improving communications among providers
- Other

Submit your ideas



The MGH/MGPO Strategic Planning Steering Committee welcomes any ideas that MGH employees may have that will help the hospital plan for the future.

Please complete this form to submit an idea to the Steering Committee for consideration.

Return this form via interoffice mail to the Strategic Planning Steering Committee at Bulfinch 240.

For more information about the Strategic Planning efforts or to submit your ideas electronically, visit *http://is.partners.org/mghstrategicplan.*

Name: (optional) _____

Department: _____ Phone number: _____

Location: _____

E-mail: _____

Task Force: _____ Category: _____

Idea headline - summarize your idea in three sentences or less:

_____

_____

Idea description: _____

_____

_____

_____

Population affected (e.g., "all inpatients," "clinical staff," etc.):

_____

Proposed timeline (e.g. "3 months," "1 year," etc.):

_____

How would we know this idea worked, i.e. what would success look like?

_____

_____

_____

What resources would this idea require to be successful? (e.g. What would it cost? How many additional people would it require? What kinds of equipment would be needed?)

_____

_____

_____

Strategic planning spotlight: Workforce Issues Task Force

Since the MGH embarked on an intensive strategic planning effort several months ago to determine the future direction of its clinical programs, members of seven task forces have been meeting, planning and preparing to make preliminary recommendations to the Strategic Planning Steering Committee. Hotline will be highlighting the work of some of these task forces during the upcoming weeks.

Members of the Workforce Issues Task Force are developing a three-pronged approach to tackle their ultimate charge – to identify strategies that will address issues that affect the way MGHers perform their jobs.

With more than 16,000 employees, the MGH has a diverse workforce base that reflects people with different job functions, education levels and ethnic backgrounds. The Workforce Issues Task Force is looking at how the hospital can make the day-to-day work life better for the entire MGH community.

According to Nancy Gagliano, MD, vice president for MGH Physician Practice Management and co-chair of the task force, the task force formed subgroups to focus on three main areas – improving clinical efficiency, providing supportive work environment, and addressing critical workforce issues.

"We have a group representing a broad cross-section of the hospital charged with finding great ideas about how to make the MGH an even better place to work," says Gagliano, who is co-chairing the task force with Marianne Ditomassi, RN, executive director of Patient Care Services Operations. "It is important for us to get different perspectives on work life at the MGH, and this group is determined to make a difference with the work of this task force."

The clinical efficiency subgroup is developing strategies to help improve the quality of practice life for clinicians. One of the group's short-term ideas is to standardize the way utility cabinets are organized on each of the inpatient floors. This would reduce the amount of time that clinicians must search for items such as bandages or tongue depressors when visiting different units. A long-term goal is to develop an "ambulatory care office of the future," a collaboration with CIMIT similar to the "operating room of the future."

The supportive work environment subgroup is researching what it would mean for various job role groups for the MGH to be the "employer of choice." To do this, the group is looking at how employees already view the hospital as an employer, and how the MGH currently recognizes employee achievements and supports professional development. They also plan to conduct focus groups and surveys to better understand how employee groups value career advancement and quality of life.

The critical workforce issues subgroup has analyzed internal, regional and national benchmark data to identify workforce shortages within the institution. Highlighting the importance of growing the hospital's workforce from within the MGH and the surrounding areas, the subcommittee is exploring efforts to train current and prospective employees for critical job functions and to promote rewarding careers.

"The hospital's employees are its greatest assets," says Ditomassi. "The Workforce Issues Task Force is committed to ensuring that the MGH remains the 'employer of choice.'"

Any employee is welcome to submit ideas to the Strategic Planning Steering Committee by visiting *http://is.partners.org/mghstrategicplan* or by filling out the enclosed form in this week's *Hotline* and sending through interoffice mail to Bulfinch 240. ●

AMMP recognizes excellence through leadership

The Association of Multicultural Members of Partners (AMMP) held its annual scholarship and recognition ceremony Sept. 18 in the Walcott Conference Room. Six MGHers were awarded with scholarships. Jennifer Kim of Partners Research and Ventures, Steven Hernandez of MGH Pharmacy, LaNeia Mahaffey of MGH General Clinical Research Center, and Jacqueline McNeil of MGH Institute for Health Policy, were the recipients of $1,000 scholarships. Ileana Arocho of MGH Interpreter Services and Judith Voufo of Patient Care Services were awarded $500 scholarships. Several other employees received recognition for their work with AMMP, including Jacqueline Dejean of MGH Radiology, who was named Member of the Year, and Wanda Velazquez of MGH Community Benefits, who was named E-board Member of the Year.

From left, Mahaffey, Voufo, Arocho, Kim, McNeil and Hernandez.

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MGH HOTLINE

WHAT'S HAPPENING

Senior HealthWISE fall lecture series

The MGH Senior HealthWISE program will begin its fall lecture series with "Seniors Get Moving" Oct. 7, from 11 am to noon in the Walcott Conference Room. Kate Brill-Daley, Sandra Conner and Dan Murphy of the Clubs at Charles River Park will discuss how seniors can get stronger, live longer, and how much and how often they should exercise. For more information, call (617) 724-6756.

National Depression Screening Day

The MGH Employee Assistance Program (EAP) will offer free, anonymous and confidential depression screening tests Oct. 9, in observance of National Depression Screening Day. Screenings for MGH employees will be held from 11 am to 2 pm in VBK 427. Screenings for the general public will be held from 9 am to 3 pm at 50 Staniford St. on the fourth floor. The EAP and the MGH Depression Clinical and Research Program will provide a variety of information about depression in the Main Corridor from 9 am to 1 pm. For more information or to schedule a screening at a different time, contact the EAP at (617) 726-6976.

EAP seminar

The Employee Assistance Program (EAP) will offer the seminar "Women and Depression" Oct. 8, from noon to 1 pm, in the Clinics Amphitheater. Adele Viguera, MD, of MGH Psychiatry, will address depression in the lives of women today. For more information, contact the EAP at (617) 726-6976.

Infection control week

The MGH Infection Control Unit will host an awareness fair in observance of Infection Control Week. Information tables will be set up Oct. 21 through 23, from 11:30 am to 1:30 pm in the East Garden Dining Room.

Pre-ACLS course

The MGH Department of Emergency Services will offer a Pre-Advanced Cardiac Life Support (ACLS) course Nov. 3, from 8 am to 4 pm in the O'Keeffe Auditorium. This course reviews basic cardiac anatomy and physiology, cardiac dysrythmia and treatment modalities, along with basic airway management. The course fee is $100 for Partners employees. To register, send e-mail to *ccatt@partners.org* or call (617) 726-3905.

Schwartz Center annual dinner

The Kenneth B. Schwartz Center will celebrate its eighth anniversary at its annual dinner Oct. 23 at the Westin Hotel, Copley Place. A reception will be held at 5:30 pm. The dinner will be at 7 pm and will feature a performance by Tony and Emmy winner Ben Vereen, and a presentation of the fifth annual Compassionate Caregiver Award. Tickets are $200. For more information or to purchase tickets, call (617) 724-4746. Volunteers also are needed for the event. For more information, call Sarah Levenson at (617) 724-7576.

Women's cancer awareness fair

The MGH Cancer Center will host the Women's Cancers Awareness Fair Oct. 17, from 9 am to 2 pm in the Main Corridor. Information about early detection, prevention and treatment of the most common cancers affecting women today will be available. For more information, contact Tara Becker at (617) 724-9432 or send e-mail to *tbecker@partners.org.*

Ether Day celebration

Ether Day will be celebrated at the MGH Oct.10, from 2 to 3:30 pm under the Bulfinch Tent. During this special celebration, employees will be recognized for their length of service. All MGH employees and staff are welcome to attend. An invitation-only dinner for MGHers who have served at the hospital for 20 years or more will be held Oct. 16 at the Boston Marriott Long Wharf Hotel.

Ether Day pins, which mark the years of service beginning with the five-year anniversary, will be distributed to administrative department heads this week, and Ether Day flowers will be distributed to departments the morning of Oct. 10. Flowers and pins for physicians will be delivered to their department heads unless unassigned, in which case, they will be delivered to the chiefs of service.

For more information, visit *http://is.partners.org/hr/affiliates/mgh/etherday.html.*

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

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***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

October 10, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH Orthopædics: A focus on innovation and education

MGH Orthopædics has been in the spotlight for the last few months – most recently with an important innovation that may change how hip replacement surgery can improve the lives of some patients. On Sept. 16, an MGH orthopædic surgical team performed the first two-incision minimally invasive hip replacement surgery in New England, an operation performed by only a handful of specialists throughout the country. This new procedure, which utilizes special instruments and a couple of two-inch incisions, allows patients to return home the next day with a shorter recovery time.

The MGH team – led by Andrew Freiberg, MD, chief of MGH Anthroplasty Service, and Harry E. Rubash, MD, chief of MGH Orthopædics – trained for this special procedure with Richard Berger, MD, the Chicago-based surgeon who introduced the technique. "This was MGH teamwork at its best," says Rubash. "The success of this surgery is because of the incredible talents and skills of a multidisciplinary team — including staff from surgery, nursing, occupational therapy, physical therapy, anesthesia, research, as well as safety specialists and robotics experts."

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MGHers putting themselves in the way — the United Way

The United Way is known for bringing hope to millions of people throughout the country, and each year MGHers rally to contribute to the cause. This week, the MGH kicked off its annual fundraising campaign for the United Way, which will bring hope and assistance to Massachusetts residents, as well as to the MGH community.

The campaign features a variety of MGHers shown on posters and fliers highlighting the United Way's slogan "Put Yourself in the Way," which illustrates the fact that every person's contribution, no matter how small, makes a difference. The campaign also highlights some of the issues that affect Massachusetts residents – such as homelessness, drug abuse and domestic violence.

Last year, the MGH campaign raised more than $244,000 in support of the network of health and human services organizations supported by the United Way. The goal of this year's campaign is $260,000, which is a 6.5 percent increase from last year's goal.

"This is our opportunity as a community to step forward and help our patients, co-workers and neighborhoods when they are at their neediest," says Dawn Tenney, RN, MSN, associate chief of MGH Perioperative Nursing and co-chair of the United Way campaign.

Another important aspect of the United Way campaign is that a percentage of the money raised beyond the goal goes directly back to

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MGH Patient Care Services staff put themselves in the way. By supporting the United Way, Evelyn Bonander, LICSW; Deborah Washington, RN; Carmen Vega-Barachowitz; Robert Kacmarek; and Debra Burke, RN; and Dawn Tenney, RN, have helped the elderly with problems such as loneliness and isolation.

put yourself in the way
the United Way
uwmb.org

Make your contributions count.
Give to the MGH United Way campaign.
MASSACHUSETTS GENERAL HOSPITAL

put yourself in the way When you support th

— MGH Orthopædics

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While this new technique has been approved by the FDA, the MGH team has launched a study to further evaluate the surgical results, possible complications and patients' experiences. "We are very excited about this new procedure, but until we get more data, we are advising patients that traditional hip surgery still may be the best course of treatment," says Rubash.

Highlights of the surgery were shown at the 33rd annual Advances in Arthroplasty conference, held Sept. 17 to 20. The conference, offered by Partners, MGH and BWH Orthopædics, focused on new technologies and surgical techniques. This course is the longest continually running medical education course affiliated with Harvard Medical School, and attracts clinicians from around the world.

In addition to this most recent surgical innovation, MGH Orthopædics also has been focusing on educating the general public about the field of orthopædic surgery. In August, the department hosted a nationwide traveling exhibit that honors the men and women who dedicated their lives to orthopædic surgery during World War II. The American Academy of Orthopædic Surgery developed the exhibit, entitled "The Legacy of Heroes." ●

— MGHers putting themselves in the way

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the hospital in the form of a donation to the MGH Social Services Department. Monies from this donation help to provide essential services to patients and their families – such as affordable lodging and transportation for out-of-town patients and their families; such essential supplies as medicine and eyeglasses; and assistance with rent, utilities and food.

"The United Way often is our silent partner in dealing with complex patient and family issues," says Harry Rubash, MD, co-chair of the MGH United Way campaign.

The campaign runs from Oct. 6 through 24. This is the first year that on-line pledge cards have been introduced. MGHers will receive information through broadcast e-mail messages about the campaign as well as the on-line pledge card.

For those employees who do not have e-mail, pledge cards will be mailed to their home addresses. Pledge cards may be dropped into any of the United Way boxes located throughout the hospital. For more information, MGHers are encouraged to speak to their department heads. ●

Healing hands celebrate healing arts

The Healing Arts Team at MassGeneral Hospital for Children held two celebrations the week of Sept. 29 to update the MGH community, patients, parents and caregivers about its progress and accomplishments. The team comprises physicians, house staff, nurses and administrators – along with patients and families – who are using the healing power of the arts to bring hope and joy to pediatric patients and their families and caregivers.

The first event – the unveiling of the Nick Ressler Musical Instrument Library – took place Sept. 29 on Ellison 18. Ressler was a patient on Ellison 18 who died from bile duct cancer in April 2001. "Nick was a talented musician who brought his guitars to the hospital to help him cope with his long stays. It is our hope that other teens will benefit from the healing power of making music," says Pam Ressler, Nick's mother. The musical library currently has an acoustic guitar, two electric guitars, a keyboard, drums and a violin. The unveiling showcased musical performances by current and former patients, by community artists and by Raffi Tachdjian, MD, of MassGeneral Hospital for Children.

The second event – the Healing Arts Fall Festival – took place Oct. 3 in the WACC Lobby. This event celebrated two of the fundraising results from the first annual Healing Arts Celebration held in January – the musical instrument library and the creation of the first tiles for the Child-Caregiver Tile Wall, which eventually will adorn the walls of Ellison 17 and 18. More than 100 artworks from children, caregivers and families also were on display at the festival with a preview of selected works intended for silent auction at the second annual Healing Arts Celebration, which will be held next spring.

For more information about the Healing Arts Team, send e-mail to *vmadhavan@partners.org* or *sstout@partners.org*.

A little one get a music lesson in the new library.

Ether Day 2003

October 10, 2003

Each year on Ether Day, the MGH recognizes employees for their dedication and length of service. On Oct. 10, the following employees will be recognized for their years of service to the hospital community.

FOR SIXTY YEARS

Walter Kerr, Jr., Urology
Janet McArthur, Obstetrics and Gynecology Service
Grant Rodkey, Surgery
Edwin Wheeler, Medicine
Frank Wheelock, Surgery

FOR FIFTY YEARS

John Barlow, Neurology
Edwin Carter, Surgery
William Cochran, Pediatric Service
John Constable, Surgery
Daniel Federman, Medicine
Philip McCarthy, Dermatology
Morton Olin, Oral and Maxillofacial Surgery
Henning Pontoppidan, Anesthesia

FOR FORTY-FIVE YEARS

Mortimer Buckley, Surgery
Willard Daggett, Surgery
Gilbert Gaff, Health Information Services
Herbert Haessler, Pediatric Service
George Jacoby, Medicine
Joseph Lynskey, Health Information Services
Carol Milbury, Clinical Pathology
Thelma Niland, Main Operating Room
Anthony Patton, Surgery
Jordan Ruboy, Pediatric Service
Charles Sanders, Medicine
Robert Schapiro, Medicine
Gerald Winkler, Neurology
Edwin Wyman, Orthopædics
Nicholas Zervas, Neurosurgery

FOR FORTY YEARS

Edward Barnett, Materials Management
Inta Berzins, Dermatology
Robert Boyd, Orthopædics
Charles Burnham, Radiology
Carol Craigg, Nutrition and Food Services
Suzanne Dearborn, Social Services
John Donovan, Transportation Services
Gerald Hazard, Pediatric Service
Lewis Holmes, Pediatric Service
Homayoun Kazemi, Medicine
M. Edward Keenan, Pediatric Service
Alfred Koumans, Psychiatry
John Robinson, Pediatric Service
Carolyn Tamer, Urology
Andrew Warshaw, Surgery
Bernida Washington, Nursing
Roxie Woodrum, Operating Room Administration

FOR THIRTY-FIVE YEARS

Eric Ablorh, Radiology
William Anderson, Psychiatry
Sandra Basmajian, Main Operating Room
Ronald Benz, Pediatric Service
Herbert Boerstling, Pediatric Service
Gary Butler, Buildings and Grounds
Virginia Butler, Nursing
Felix Carbonel, Operating Room Administration
Barbara Carter, Massachusetts General Physicians Organization
Edward Carter, Pediatric Service
Catharine Chase, Surgery
Dolores Collins, Rheumatology & Allergy Associates
Robert Colvin, Pathology
George Cutler, Materials Management
Mary Dickie, Psychiatry
Domenic Disalvo, Buildings and Grounds
Edward Duggan, Nursing
Carola Eisenberg, Psychiatry
Victoria Fay, Radiology
Gail Fennessy, Clinical Pathology
Geraldine Ferretti, Nursing
Veetlyn Forde-Glasgow, Bulfinch Temporary Services
Cynthia Garcia, Radiology
Clovina Goodman, Nursing
Barbara Grzybek, Hematology/Oncology Unit
John Herrin, Pediatric Service
Adolph Hutter, Medicine
Gary Jacobson, Psychiatry
Nancy Jenner, Nursing
Hazel Joseph, International Patient Center
Henry Keutmann, Medicine
Aaron Lazare, Psychiatry
Barry Levine, Pulmonary and Critical Care Unit
Eugene Mark, Pathology
Elizabeth McDonald, Internal Medicine
Margaret McDougall, Nursing
Joseph McGrath, Main Operating Room
Jeannette McWilliams, Chelsea HealthCare Center
Shirley Mitchell, Nutrition and Food Services
Elaine Montgomery, Nursing
Crystal I. Moore, Orthopædics
Marlene Moraldo, Operating Room Administration
Ruth Nally, Neuroendocrine
Joan O'Connor, Revere HealthCare Center
Chester Pierce, Psychiatry
James Pizziferri, Police and Security
Edna Riley, Nursing
Edward Seldin, Oral and Maxillofacial Surgery
Barbara Sterling, Clinical Care Management Unit
Annette Struzziero, Orthopædics
Matilde Tanner, Rheumatology & Allergy Associates
Nina Tolkoff-Rubin, Medicine
Carol Upham, Nursing
Mary Waldron, Clinical Pathology
Susan Wasak, Admitting Services
Bernice Weekes, Nursing
Joan Wharton, Operating Room Administration

FOR THIRTY YEARS

Nancy Aguilar, Nursing
Mary Albrecht, Nursing
Christine Alejunas, Infectious Disease Unit
Ellen Anderson, Diabetes Research Center
Adelina Apura, Clinical Pathology
Dorothy Bakon, Nutrition and Food Services
Josie Bakon, Nursing
Arthur Barsky, Psychiatry
Carl Baxter, Nursing
David Beech, Pathology
Irma Betancourt, Nursing
Paul Blachman, Neurology
Kim Bolton, Main Operating Room

Walter S. Kerr, Jr., MD (60 years)

Walter Stratton Kerr, Jr., MD, received his undergraduate degree from Harvard College in 1935 and his medical degree from the University of Pennsylvania in 1943. Upon graduation from medical school, he came to the MGH as a surgical resident. In 1944, he entered the military where he achieved the rank of captain. Following his military service, he was appointed to the MGH Urology Residency Program in 1946. In 1948, he was appointed to the staff of MGH Urology and rose to the position of clinical professor of Surgery. Kerr's early research interest was in obstructive uropathy. In later years, he published articles about many clinical aspects of genito-urinary surgery.

Angelo Bordonaro, Buildings and Grounds
Richard Bowe, Buildings and Grounds
Irene Brouillard, Clinical Pathology
Marlene Brown, Clinical Pathology
Suzanne Burke, Clinical Care Management Unit
Anita Carew, Nursing
Charles Carter, Main Operating Room
Marie Clement, Nursing
David Hooper, Medicine
Margie Hughes, Surgery
Linda Jennings, Clinical Pathology
Ban Khaw, Medicine
Helen Kiddy, Psychiatry
Maryanne, Kiely Nursing
MaryEtta King, Pediatric Service
Jerome Klein, Pediatric Service
Kerstin Korpi, Nursing
Veronique Laurette, Nursing

Janet McArthur, MD (60 years)

Janet McArthur, MD, ScD, is well known as a pioneer in the advancement of women in the medical profession. McArthur began her career with the MGH in 1943 when she began as an assistant resident in Medicine, and in 1950 received her first appointment as an instructor in Pediatrics. She became the first woman physician from the MGH to become a full professor of Obstetrics and Gynecology at Harvard Medical School. Throughout her career, McArthur wrote more than 80 papers and conducted pioneering endocrine research. In 1966, she was one of the first to describe the effects hormonal changes have on certain types of ovaries and how those effects result in infertility. In 1977, she served as the co-director of the Vincent Memorial Laboratory and remained at that post until 1979.

Linda Coburn, Clinical Pathology
J. Kenneth Davison, Anesthesia
Sheila Dear, Pathology
Evelyn DeBerardinis, Hematology/Oncology Unit
Ahzella Decosta, Nutrition and Food Services
Feliciano Delvalle, Transportation Services
Eileen Dolan, Nursing
Jean Donovan, Urology
Karen Doppke, Radiation Oncology
Gerald Doyle, Medicine
Jennifer Dubose, Clinical Pathology
Mayard Elysee, Materials Management
Phyllis Fairchild, Surgery
Eileen Farrell, Clinical Care Management Unit
Charlene Feilteau, Nursing
Theresa Flynn, Infectious Disease Unit
Gertrud Fondren, Orthopædics
Gregory Gallico, Surgery
Kelly Gallivan, Nursing
Eileen Gardner, Nursing
Suzanne Gautreau, Surgery
Allan Goroll, Medicine
Peter Gross, Medicine
Nancy Harkness, Main Operating Room
John Harris, Nursing
Daniel Heller, Pediatric Service
Donald Herd, Clinical Pathology
Laureston Layne, Materials Management
Martin Leber, Pediatric Service
Yhu-Hsiung Lee, Pediatric Service
Paul Lindquist, Patient Care Services
Diana Logan, Surgery
Eunice Lydon, Radiology
David MacLaughlin, Surgery
Carol Marcotte, Nursing
Margaret Marino, Main Operating Room
Dorothy Mayers, Nursing
Marilyn McGrath, Nursing
Anna McGuigan, Surgery
Ruthellen McKinnon, Surgery
Donna Miller, Social Service
William Minichiello, Psychiatry
Joseph Monaco, Buildings and Grounds
Joan Monahan, Social Services
Mary Morgan, Laboratory of Computer Science
Walter Moulaison, Patient Care Services
Annetta Murphy, Anesthesia
George Murray, Psychiatry
Marlene Norton, Nursing
Terrence O'Malley, Medicine
Madeline O'Donnell, Nursing
Lauriane O'Leary, Chelsea HealthCare Center
Mary O'Leary, Main Operating Room
Paul Oneill, Clinical Pathology
Paul Pappagianopoulos, Pulmonary and Critical Care Unit
Dale Parechanian, Registrar/Credentialing Unit
Ben Pilch, Pathology
Joan Priest, Nursing
Janice Prime, Nursing
Marie Rateau, Radiology
James Rhea, Radiology
Virginia Richmond, Health Information Services
Michael Rosenblatt, Medicine
Nancy Schaeffer, Gillette Center for Women's Cancers
Ann Schwartz, Anesthesia
David Slovik, Medicine
Lois Slovik, Psychiatry
Willie Stephens, Oral and Maxillofacial Surgery
Elaine Strousky, Radiology
Charles Swanson, Operating Room Administration
Susan Primm Thel, Social Services
Joanne Thistle, Surgery
Leonard Tochka, Clinical Pathology
Christine Towle, Orthopædics
Susan Tyler, Nursing
Grace Valle, Psychiatry
Harold Weintraub, Radiology
Charles Welch, Psychiatry
Robert Wilkinson, Surgery
Lee Witters, Medicine
Melinda Zitin, Pediatric Service
Randall Zusman, Medicine

FOR TWENTY-FIVE YEARS

Julie Ahn, Health Information Services
Neila Altobelli, Respiratory Care Services
Linda Ardisson, Clinical Pathology
Myron Beal, Neurology
Kathleen Belsky, Health Information Services
Eugene Beresin, Psychiatry
W. Black-Schaffer, Pathology
Dyan Blewett, Laboratory of Computer Science
Maureen Bonanno, Nursing
Linda Boucher, Nursing
Deborah Boudrow, Nutrition and Food Services
Sharon Boyd, Cardiology
Barbara Breslau, Psychiatry
Beverly Buczynski, Cardiology
Maryellen Bullock, Main Operating Room
Margaret Callen, Nursing
Stephanie Capone, Social Service
Eleanor Carrieri, Nursing
Paul Chase, Patient Care Services
Karen Clark, Nursing
Paula Clay, Nursing
Richard Clune, Chelsea HealthCare Center
Margaret Coleman, Pediatric Service
Eugene Corbett, Buildings and Grounds
Sandra Creaser, Bulfinch Temporary Services
Ingrid Crichlow, Nursing
Claudia Curado, Nursing
George Dec, Medicine
Roberta Dee, Clinical Care Management Unit
Kathryn Degenova, Nursing
Morris Diamant, Radiology
Janet Doherty, Nursing
Donna Donnelly, Nursing
Samuel Doppelt, Orthopædics
Janet Dorrwachter, Orthopædics
Wilner Dubuisson, Environmental Services
Joanne Empoliti, Nursing
Stephen Fasano, Materials Management
Roberta Feldman, Nursing
Michael Fifer, Medicine
Seth Finklestein, Neurology
Anne Fiore, Orthopædics
Mari Frauenheim, Dermatology
Julie Freedman, Infectious Disease Unit
Maureen Garron, Pediatric Service
Mark Gebhardt, Orthopædics
Katherine Gehring, Main Operating Room
Wendy Gershlak, Clinical Pathology
Patricia Gorham, Nursing
Donna Greenberg, Psychiatry
Elizabeth Greene, Surgery
Mafilda Guppy, Clinical Pathology
Nancy Harris, Pathology
Kenrick Harvey, Nutrition and Food Services
Mary Ellen Heike, Patient Care Services
Ellen Helleberg, Nursing
John Hergenrother, Radiology
Eulawn Heron, Nursing
David Herzog, Psychiatry
Sandra Hession, Gastrointestinal Unit
Carolyn Hintlian, Medicine
Robert Hinton, External Transportation Services
Robin Holloway, Nursing
Margaret Hynes, Psychiatry
Ines Jackson-Williams, Nursing
Marion Jankun, Nursing
Morris Kelley, Materials Management
Anne Klibanski, Medicine
Edward Koski, Anesthesia
Richard Kradin, Pathology
Herbert Krohn, Medicine
Helen Kulig, Nursing
David Kuter, Medicine
Irene Kuter, Medicine
Walter Lacey, Biomedical Engineering
Bruce Laramee, Main Operating Room
Margaret Leger, Clinical Pathology
Amy Levine, Nursing
Linda Lineback, Bulfinch Temporary Services
Karen Lipshires, Nursing
Philip Litch, Patient Care Services
Catherine Looney, Main Operating Room
Theresa Macdonald, Nursing
Frederick Mansfield, Orthopædics
Debra Martori, Main Operating Room
Kathleen McCarthy, Radiology
Breida McGlame, Gastrointestinal Unit
Marlene Meyer, Anesthesia

[redacted]nt Morrison, Emergency Services
[redacted]hael Moschella, International Patient Center
David Nathan, Medicine
Armand Nicholi, Psychiatry
Britain Nicholson, Medicine
Victor Nikiforov, Neurology
Steven Nisenbaum, Psychiatry
Andrea Nixon, Clinical Pathology
Lynn Oertel, Anticoagulation Management Services
Patrick O'Gara, Medicine
Cathanice Ogiste, Nursing
Marjorie Oleary, Nursing
Barbara Owens, Nutrition and Food Services
Lois Parker, Pharmacy
Patricia Parrelli, Surgery
Anetta Pierre, Nutrition and Food Services
Gail Pisarcik-Lenehan, Nursing
Daniel Podolsky, Medicine
Roberta Pressman, Psychiatry
Carlos Rabito, Radiology
David Rattner, Surgery
Nancy Rigotti, Medicine
Jody Roberts, Pathology
Vincent Roberts, Buildings and Grounds
Maryann Rogers, Nursing
Daniel Rosenthal, Radiology
Michelle Ruggiero, Surgery
Linda Ryan, Nursing
[redacted]ard Sacknoff, Radiology
[redacted]hen Safford, Respiratory Care Services
James Sanders, Nutrition and Food Services
Joyce Saturley, General Clinical Research Center
Christine Seibert, Radiology
Mary Shea, Nursing
Jo-Anne Shepard, Radiology
Joseph Simeone, Radiology
Rickey Simmons, Buildings and Grounds
Cynthia Soreff Mortlock, Psychiatry
Valerie Spicer, Chelsea HealthCare Center
Dianne Stenwall, Radiology
Alison Strong, Nursing
Sharon Sullivan, Institute of Health Professions
Michael Sullivan, Patient Care Services
Patricia Sullivan, Dermatology
Carol Sullivan, Dermatology
Neelakantan Sunder, Anesthesia
Lillie Tabb, Radiology
Jagdish Thakral, Patient Care Services
Shirley Thomas, Cardiology
Jane Thorbeck, Psychiatry
Katharine Treadway, Medicine
Aileen Tubridy, Patient Care Services
Michael Underwood, Respiratory [redacted]re Services
[redacted]cis Vacanti, Anesthesia
Mariann Vetere, Nursing
Marjorie Voltero, Gastrointestinal Unit
Carolyn Washington, Nursing
Charles Weiss, Medicine
Irene Welston, Nursing
Annie Wilson, Main Operating Room
Henderson Winstone, Environmental Services
Kimberly Wood, Clinical Pathology
Tsunehiro Yasuda, Radiology
Rychard Zak, Clinical Pathology

FOR TWENTY YEARS

Barbara Aiello, Nursing
Paul Alfille, Anesthesia
Linda Andrist, Institute of Health Professions
Susan Barisano, Nursing
Michael Barry, Medicine
Hasan Bazari, Medicine
Clare Beck, Nursing
Kathleen Belsky, Health Information Management
Michael Belton, Buildings and Grounds
Patricia Belton, Mass General West Medical Group
Donald Berwick, Pediatric Service
Paul Boepple, Pediatric Service
Donna Bouley, Clinical Care Management Unit
Lisa Bowers, Clinical Pathology
Nancy Breen, Nursing
John Brennan, Emergency Services
Sharon Brothers, Main Operating Room
Sheila Brown, Nursing
Karen Bruynell, Medicine
Mary Bulman, Nursing
Marie Caggiano-Yasien, Cardiology
Horacio Cantiello, Medicine
John Carolan, Buildings and Grounds
Joan Carrick, Medicine
Antonietta Cerbone, Nursing
Savann Chen, Revere HealthCare Center
Antonia Clark, Main Operating Room
Christophe Coley, Medicine
Ann Collins, Internal Medicine
Karen Costello-Mosher, Revere HealthCare Center
Maryann Crowley, Cardiology
Gregory Curfman, Medicine
Robin Delaney, Patient Care Services
Linda Dellorusso, Administration
Kim Eagle, Medicine
Patricia Favazza, Nursing
Judith Ferry, Pathology
Joel Finkelstein, Medicine
Judith Fisch, Medicine
Christine Fitzgerald, Main Operating Room
Joan Fitzmaurice, Patient Care Services
Anne Fonseca, Nursing
Paul Gartland, Nursing
Karen Geraci, Nursing
Anne Gilson, Nursing
Michael Gittens, Buildings and Grounds
Joy Goldenberg, Radiology
Byron Good, Medicine
MaryJo Good, Medicine
Jeanette Gunther, Psychiatry
Daniel Haber, Medicine
Paul Hamburg, Psychiatry
Susan Haneffant, Main Operating Room
Patricia Hanson, Nursing
Theresa Harrigan, Nursing
Patricia Harron, Respiratory Care Services
G. Sherry Haydock, Medicine
Neville Henderson, Environmental Services
Michelle Herry-Galloway, Radiology
Wendy Hobbs, Neurology
Karen Hoenig, Neurology
Barbara Jones, Cardiology
Virginia Jordan-Hoar, Nursing
Barbara Kelley, Chelsea HealthCare Center
Regina Kelley, Nursing
Linda Kelly, Obstetrics and Gynecology Service
Ann Kennedy, Patient Care Services
Richard Kim, Laboratory of Computer Science
Sandra Kirley, Urology
Fulton Kornack, Orthopædics
Sandra Laft, Chelsea HealthCare Center
Mary Lauriat, Nursing
Leroy Lavine, Orthopædics
Mary McDonough, Patient Care Services
Francis McGovern, Urology
Patricia McGrail, Nursing
Dawn McLaughlin, Nursing
Phyllis McNally, Radiation Oncology
Patricia McNamara, Nursing
Christine McNamara-Jaehnig, Nursing
Margaret Michaud, Treadwell Library
Richard Miller, Anesthesia
Ronald Monroe, Cardiology
John Moore, Radiology
Mark Moss, Psychiatry
Sandra Murphy, Nursing
Mary Nelson, Nursing
Giovanna Palomba, North End Health Center
Mary Papagno, Chelsea HealthCare Center
Ellen Paquette, Nursing
Lisa Paul, Main Operating Room
Geraldine Pennacchio, North End Health Center
Rosemarie Phillips, Community Health Associates

Grant Rodkey, MD (60 years)

Grant Rodkey, MD, began his career with the MGH in 1943 as an intern in MGH Surgery and later was appointed chief resident of Orthopædic Surgery. His career is filled with academic appointments both at Harvard Medical School as well as the Boston University School of Medicine. From 1968 to 1970, Rodkey served as the director of the MGH Community Hospitals Residency program, and in 1995 was awarded with the Lifetime Achievement Award from the Massachusetts Medical Society. He was the first recipient of the Grant V. Rodkey Award for Excellence and Leadership Among Medical Students. His work with the Harvard University Countway Library of Medicine was recognized with a Certification of Appreciation (1996) from the President and Fellows of Harvard College. Rodkey is the founding chairman of the American Medical Society's Special Society Relative Value Update Committee.

Joan LeBel, Pediatric Service
Robert Levenson, Pediatric Service
Robert Levine, Medicine
Andrew Littman, Psychiatry
Gwilym Lodwick, Radiology
Janice Lowe, Pediatric Service
Alice Luongo, Neurology
Frank Maltais, Cardiology
Karen Manning, Nursing
Mary Manning, Medicine
Etheline Marcelle, Nursing
Kathleen Martin, Clinical Pathology
John Mathews, Psychiatry
Noreen McCarthy, Nursing
Barbara McDade, Cardiology
Allan Pineda, Medicine
Rose Plaza, North End Health Center
Robin Polansky, Orthopædics
Vijaya Ramesh, Neurology
Gilbert Roy, Infectious Disease Unit
Celestia Ryans, Clinical Pathology
Gary Sachs, Psychiatry
Judith Scheer, Clinical Research Program
Marc Semigran, Medicine
Martha Sergel, Nursing
Patricia Short, Surgery
Nancy Smith, Nursing
Princess Spence, Nutrition and Food Services

Edwin Wheeler, MD (60 years)

Edwin Wheeler, MD, graduated from the University of California Medical School in 1942 and first joined the MGH in 1943 as a resident and research fellow in MGH Cardiology. From 1944 to 1949, Wheeler was a clinical fellow and clinical assistant in the Department of Medicine. From 1949 to 1952, he was an assistant in Medicine, and from 1952 to 1959, he was an assistant physician. Wheeler became an associate physician in 1960, and has been a physician at the MGH since 1970. In his 60 years at the MGH, Wheeler has had many major committee assignments including the Utilization Review Committee, the Medical Unit Chiefs Committee, the Medical Administrative Committee, the Medical Internship Selection Committee, the Executive Board and the General Executive Committee. Wheeler also was a member of many professional societies including the American Medical Association, the Massachusetts Medical Society, the American Heart Association and the New England Cardiovascular Society.

Harvey Stone, Cardiology
Sandra Sumner, Institute of Health Professions
Amy Sweigenberg, Psychiatry
David Systrom, Medicine
Cheryl Tierno, Clinical Pathology
Carolyn Tolman, Institute of Health Professions
Virginia Tosney, Neurology
Mary Ungaro, Charlestown HealthCare Center
Jose Venegas, Anesthesia
Halyna Vitagliano, Psychiatry
Christine Watkins, Nursing
Marie Webster-Delgizzo, Main Operating Room
Van Wedeen, Radiology
Benson White, Operating Room Administration
Gertrude White, North End Health Center
Marian Wilson, Nursing
Harland Winter, Pediatric Service
Lisa Witham, Anesthesia
Johnson Wong, Medicine
Lisa Wong, Pediatric Service
Scott Yates, Orthopædics
Linda Younker, Nursing
Luba Zagachin, Pathology
Linda Zamvil, Psychiatry

FOR FIFTEEN YEARS

Linda Abate, Chelsea HealthCare Center
Mark Adams, Anesthesia
John Agri, Buildings and Grounds
Carole Allen, Pediatric Service
Shelley Amira, Medicine
Lillian Ananian, Patient Care Services
Michael Anderegg, Hematology/Oncology Unit
Nancy Annis, Nursing
Mohammed Arnaout, Medicine
Sheila Arsenault, Chelsea HealthCare Center
Sheila Golden-Baker, Nursing
Babak Bakhtiari, Pharmacy
Elizabeth Bandura, Clinical Pathology
Anthony Banks, Cardiology
Kate Barba, Nursing
Susan Bardzik, Nursing
Kelly Barnes, Pharmacy
Roxanne Barnett, Nursing
Carol Barnstead, Radiology
Wallace Barrows, Radiology
Vera Bartolo, Clinical Pathology
Ann Becker, Pediatric Service
Rose Bentivegna, North End Health Center
Andre Bernards, Medicine
Kathryn Best, Oral and Maxillofacial Surgery
Pradeep Bhide, Neurology
Deborah Biagioni, Anticoagulation Therapy Unit
Laurie Biel, Continuous Ambulatory Peritoneal Dialysis Unit
Renee Bigaud, Social Services
Reginald Birngruber, Dermatology
Theodore Bischoff, Pharmacy
Kenneth Bishop, Clinical Pathology
Mark Blais, Psychiatry
Karen Booker-Ciampa, Nursing
Stephen Boswell, Medicine
Maureen Boyce, Nursing
Richard Braga, Buildings and Grounds
Anne Brandl, Nursing
Lynne Brodsky, Medicine
Lynette Brown, Nutrition and Food Services
Michael Brown, Parking and Commuter Services
Wilby Brown, Materials Management
Fitzroy Browne, Environmental Services
Nancy Bryant, Medicine
Claire Buckley, Gastrointestinal Unit
Gae Burchill, Occupational Therapy
Giuseppe Cacia, Buildings and Grounds
Louis Cajou, Environmental Services
Pauline Cameron, Nursing
Janice Cameron-Calef, Nursing
David Caplan, Neurology
John Carlozzi, Buildings and Grounds
June Carroll, Bulfinch Temporary Services
Evelyn Carromero, Chelsea HealthCare Center
Gail Carson-Fernandes, Nursing
Maria Carter, Nursing
Barbara Cashavelly, Hematology/Oncology Unit
Patrick Cawley, Buildings and Grounds
Ernst Cetoute, Operating Room Administration
Sou Che-Fong, Research Management
Bobby Cherayil, Pediatric Service
Sukki Cherian, Health Information Services
Joanne Chicos, Professional Billing Office
Daniel Chung, Medicine
Anna Churchill, Professional Billing Office
Robbin Cleary, Endocrine Unit
Lizabeth Cline, Nursing
Ellyn Collins, Nursing
Martha Conant, Molecular Biology
Patricia Concannon, Revere HealthCare Center
Alasdair Conn, Surgery
Judith Connell, Anesthesia
Mary Connolly, Nursing
Marie Contrado, Pathology
Kathleen Cook, Professional Billing Office
Eileen Coran, Nursing
Gail Corey, Registrar/Credentialing Unit
Ronald Costello, Parking and Commuter Services
Catherine Cothern, Cardiology
James Cotton, Environmental Services
Leonard Cotton, Materials Management
Katherine Craig-Comin, Social Services
Paul Craigie, Nursing
Barbara Crosscup, Surgery
Glenda Cummings, Health Information Services
Elaine Daprile, Nursing
Yuri Dashevsky, Respiratory Care Services
Juan Delmoral, Environmental Services
Joanne Delyani, Professional Billing Office
Vidyut Desai, Pharmacy
Kathleen Devaney, Pediatric Service
Carol Dinkes, Speech-Language Pathology
Elizabeth Ditrapano, Medicine
Patricia Doherty, Psychiatry
Teresa Doyle-Creamer, Nursing
Yolanda Dozier, Nursing
Lynn Drake, Dermatology
Sheila Duffy, Nursing
Nancy Dyer, Nursing
Anne Emmerich, Psychiatry
John Fallon, Admitting Services
Scott Farren, Main Operating Room
Jose Feliz, Environmental Safety
Anne Fogarty, Nursing
Harry Ford, Psychiatry
Faith Fortune, General Clinical Research Center
John Foster, Medicine
Alice Fuller, Gillette Center for Women's Cancers

Frank Wheelock, MD (60 years)

Frank Wheelock, MD, joined the MGH in 1943 as an intern in MGH Surgery. He then became an assistant resident in Surgery in 1947. After he finished his residency, he practiced at both the MGH and Boston's Deaconess Hospital when he became interested in the emerging field of vascular surgery. He was the first American surgeon to use an end-to-side femoral popliteal bypass graft and his series of femoral popliteal saphenous vein grafts in diabetic patients is still the standard procedure used today. He was one of the founders of the New England Society for Vascular Surgery and subsequently its president. Since 1995, Wheelock has held the title of honorary surgeon at the MGH.

Leslie Furtado, Cardiology
[redacted]hael Gallivan, Nursing
Thomas Gardella, Medicine
Doris Garner, Admitting Services
Donna Gay, Charlestown HealthCare Center
Cheryl Gear, Environmental Services
Gail Gelep, Nursing
Nancy Gentile, Radiology
Arnold George, Biomedical Engineering
Deborah Giampapa, Nursing
Hugh Gill, Police and Security
Stephanie Gill, Nursing
Leah Giunta, Chelsea HealthCare Center
Ronni Goldsmith, Pediatric Service
Cheryl Gomes, Nursing
Felicity Goodridge, Executive Health Services
Charlene Gorden, Nursing
Louis Gourdet, Environmental Services
Susan Grabar, Nursing
Diane Greer, Psychiatry
Donna Gregory, Nursing
Patricia Grella, Nursing
Nina Grenon, Hematology/Oncology Unit
Judith Gullage, Nursing
Diane Hall, Nursing
William Hall, Nursing
Suzanne Hally, Nursing
[redacted]ard Hamel, Nursing
[redacted]e Hamilton, Nursing
Paul Hansen, North End Health Center
Karl Hanson, Police and Security
Ellen Harrigan, Nursing
Marion Hart, Nursing
Kenneth Haspel, Anesthesia
Sheryl Hassett, Nursing
Agnes Haverty, Bulfinch Temporary Services
Barbara Hawley, Social Services
Leila Haywood, Obstetrics and Gynecology Service
Elizabeth Helmar, Radiology
John Hogan, Chelsea HealthCare Center
Xiang Huang, Endocrine Unit
Annette Hussey, Main Operating Room
Elaine Hylek, Medicine
Donna Ineson, Nursing
Robert Insoft, Pediatric Service
Daniel Irgens, Buildings and Grounds
Jeanette Ives Erickson, Patient Care Services
Margaretha Jacobson, Anesthesia
Robert Johnson, Medicine
Lise Johnson, Pediatric Service
Mary Johnson, Radiology
Robin Jones, Neurology
[redacted]mala Jones, Nursing
[redacted]tin Joyce, Hematology/Oncology Unit
Mary Joyce, Nursing
Carmela Julianello, Urology
Diana Jurczak, Nursing
Donald Jutras, Buildings and Grounds
Claire Kane, Nursing
Mark Kaplan, Pharmacy
Jayne Kassel, Neurology
Rosalind Kearney, Psychiatry
Denise Keefe, General Clinical Research Center
Barbara Kelly, Charlestown HealthCare Center
David Kennedy, Neurology
Kelly Keough, Nursing
Mary Kindman, Nursing
Doreen Klee, Nursing
Brenda Laing, Nursing
Deidre Lamusta, Nursing
Robert Larocque, Radiology
Mark Latina, Surgery
Darlene Leon, Medicine
James Leonard, Police and Security
Michael Lev, Radiology
Carolyn Lewis, Nutrition and Food Services
Karen Liebert, Neuroendocrine
Norbert Liebsch, Radiation Oncology
Laura Listro, Clinical Pathology
Judith Livingston, Psychiatry
Laurie Lizotte, Radiology
Christopher Lofgren, Clinical Pathology
Norma Longmore, Nursing
Jacqueline Lucas, Internal Medicine
Linda Lundblad, Main Operating Room
Karen Lundstrom, Nursing
Maryann Lupi, Nursing
Andrew Luster, Medicine
Thomas MacGillivray, Surgery
Arch MacInnes, Public Affairs Office
James Macinnis, Nutrition and Food Services
Gerldine Magaletta, Nutrition and Food Services
Kathleen Maloney, Nursing
Keith Mankin, Orthopædics
Eileen Manning, Community Health Associates
Brenda Mastricola, Nursing
Victor Mata, Environmental Services
Margaret Matthews, Nursing
Leo Mayer, Emergency Services
Kathy McDermott, Laboratory of Computer Science
Grace McDonald-Smith, Burn and Trauma Services
Nancy McDonnell, Psychiatry
Jennifer McGowan, Radiology
Diane McKenna-Yasek, Neurology
Mary McKinlay, Health Information Services
William McKinnon, Buildings and Grounds
Marilyn McMahon, Office of the General Counsel
Doreen McNally, Radiology
Rose McNeil, Radiology
Sonia McNally, Main Operating Room
Donnamarie McNeil, Brain Tumor Center
Doreen McPherson, Nursing
Nancy Mello, Psychiatry
Jack Mendelson, Psychiatry
James Michaelson, Pathology
Jacqueline Michaud, General Clinical Research Center
Concetta Mills, Chelsea HealthCare Center
Joanne Minton, Nursing
John Modos, Radiology
Micheline Mondesir, Environmental Services
Guy Mont-Louis, Environmental Services
Brenda Morano, Nursing
Rosendo Moreno, Respiratory Care Services
Eleanor Morris, Cardiology
Kathleen Mortimer, Nursing
Eva Panzera, Surgery
Colette Paris, Nutrition and Food Services
Karen Parmenter, Anesthesia
Linda Patten, Anesthesia
Lisa Patterson, Clinical Pathology
Robert Pavlan, Pharmacy
Edward Pechner, Environmental Services
Joanne Phillips, Main Operating Room
Diane Picariello, Nursing
Shiv Pillai, Medicine
Benjamin Plammoottil, Pharmacy
Carmine Pollastretti, Anesthesia

John Barlow, MD (50 years)

John Barlow, MD, began his career at the MGH in 1953, when he graduated from Harvard Medical School. He was a clinical and research fellow in Neurology, combining 12 months of residency spread over three years. His work focused on developing the first correlator system for brain potentials. Upon completion, he became a clinical research associate and in 1961 became a neurophysiologist. His career has been primarily in research in EEG, building on a background in physics and electrical engineering. Barlow is a past president of the Eastern Association of Electroencephalographers and the American EEG Society. His publications include numerous scientific articles, two books on his research, and translations from several languages, including a 850-page Chinese-Russian-English dictionary.

Dianne Moschella, Radiology
Holly Moulton, Nursing
Lois Muller, Radiology
Susan Mulloy, Nursing
Christine Muncey, Nursing
Carol Murphy, Charlestown HealthCare Center
Joyce Murray, Nursing
Jayalakshmi Mysore, Neurology
Anne Nichols, Obstetrics and Gynecology Service
Donna Novak, Chelsea HealthCare Center
Denise O'Donovan, Nursing
Mary O'Malley, Clinical Care Management Unit
Mary Ober, Cardiology
Marie Oconnor, Nursing
John Oldershaw, Radiology
Georgia Olson, Surgery
Catherine O'Malley, Main Operating Room
Mary Omeara, Nursing
Nelson Orr, Radiology
Grace Osazee, Nursing
Michael Otto, Psychiatry
Bonnie Padwa, Oral and Maxillofacial Surgery
Susan Porter, Main Operating Room
Hannah Potter, Institute of Health Professions
Elsa Powell, Nursing
Laura Prager, Psychiatry
Suze Prudent, Psychiatry
Douglas Raines, Anesthesia
Barbara Rattner, Hematology/Oncology Unit
Scott Rauch, Psychiatry
George Reardon, Patient Care Services
Andrea Reid, Medicine
Robert Ribeiro, Biomedical Engineering
Theresa Rico, Nursing
Vincent Riggi, Respiratory Care Services
Laurist Robbins, Buildings and Grounds
Eileen Rogers, Radiology
Karen Rosenblum, Nursing
Eda Russell, Nursing
Colleen Ryan, Surgery
Edward Ryan, Medicine
Patricia Ryan, Nursing
Kathy Sanders, Psychiatry
Alfred Sandrock, Neurology

Ivan Santiago, Environmental Services
Elena Scarpone, Thyroid
Isaac Schiff, Obstetrics and Gynecology Service
Karen Schmitt, Nursing
Deborah Schuback, Neurology
Anthony Scolastico, Buildings and Grounds
Robert Seger, Urology
Martin Selig, Clinical Pathology
Gail Semigran, Medicine
Shirley Sharff, Clinical Care Management Unit
Lisa Shaw, Pulmonary and Critical Care Unit
Jamie Sheldon, Nutrition and Food Services
Judith Sinsheimer, Social Services
Sylvia Small, Clinical Pathology
Aron Teckie, Geriatric Medicine Unit
Stephen Temple, Buildings and Grounds
Gerard Thermitus, Environmental Services
Albertha Thomas, Nutrition and Food Services
Hugh Thomas, Environmental Services
Linda Thomas, Nursing
Suntaravuth Thomas, Nursing
James Thompson, Anesthesia
James Thrall, Radiology
Pamela Tobichuk, Clinical Care Management Unit
Timmy Tran, Pharmacy
Richard Treska, Buildings and Grounds

Edwin L. Carter, MD (50 Years)

Edwin L. Carter, MD, graduated from Harvard Medical School in 1953 and completed his internship and residency at the MGH in the Department of Surgery. Following his residency, Carter was an assistant surgeon until 1976. From 1955 to 1957, he was a medical officer in the United States Navy. In 1961, he was appointed as an assistant in Surgery at Harvard Medical School and later became assistant clinical professor of Surgery in 1981. From 1963 through 1973, he was appointed to the surgical staff at Faulkner Hospital. Currently he is a senior surgeon at the MGH in addition to holding the position of an instructor of Surgery at Tufts Medical School. His major area of interest is the repair of abdominal wall defects.

Emily Smith, Physical Therapy Services
Alexandra Sobran, Social Services
Lisa Sohl, Nursing
Ivan Soto-Arape, Medicine
Thomas Spencer, Psychiatry
Jean Stewart, Nursing
Patricia Stiehl, Nursing
Kevin Strong, Respiratory Care Services
Lynn Sullivan, Respiratory Care Services
Kathleen Surette, Main Operating Room
Joyce Sutherland, Clinical Pathology
Silas Sweatman, Environmental Services
Kathleen Sweezey, Nursing
Takao Takahashi, Neurology
Karen Tanklow, Social Services
Charles Taylor, Dermatology
Scott Taylor, Admitting Services
Terrilee Uber, Nursing
Boniface Umeh, Pharmacy
Marcia Vancini, Nursing
Nilda Vega, Chelsea HealthCare Center
Victoria Vissering, Emergency Services
Marie Walker, Nutrition and Food Services
Joanne Walsh, Main Operating Room
William Walsh, Buildings and Grounds
Gerald Waneck, Surgery
Linda Wang, Pediatric Service
Beatrice Warmington, Clinical Pathology
Marilyn Warner, Nursing
Kendall Watts, Registrar/Credentialing Unit
Susan Weeks, Dermatology
Anne Welch, Cardiology
Suzanne Williams, Surgery
Demetra Wittmann, Clinical Pathology
Lai Wong, Research Management
Barbara Woo, Medicine
Janet Wozniak, Psychiatry
Lisa Wrenn, Neurology
Jamald Wright, Radiation Safety
Polina Zatsman, Laboratory of Computer Science

FOR TEN YEARS

Abraham Abraham, Radiology
Jonathan Adler, Emergency Services
Ali Aghazadeh-Bonab, Radiology
Mario Amaral, Clinical Pathology
Betsy August, Obstetrics and Gynecology Service
Keith Baker, Anesthesia
Richard Barnum, Psychiatry
Julianna Bates, Psychiatry
Joel Bauman, Medicine
Roberta Beauchamp, Neurology
Beryl Benacerraf, Obstetrics and Gynecology Service
Theodore Benzer, Emergency Services
Jesse Berman, Biomedical Engineering
Glenda Best, Dermatology
Miriam Bloomberg, Massachusetts General Physicians Organization
Ellen Blumenthal, Psychiatry
Catherine Blunt, Charlestown HealthCare Center
Sally Mason Boemer, Administration
Deverie Bongard, Molecular Biology
Anthony Boral, Medicine
Svjetlan Boskovic, Surgery
Richard Botto, Cardiology
Sharon Briggs, Nursing
Bryann Bromley, Obstetrics and Gynecology Service
Jacqueline Buchin, Psychiatry
Raphael Bueno, Surgery
Doan Bui, Environmental Services
Jeff Burger, Nursing
Donna Burgess, Radiology
William Burke, Radiology
Marc Bussiere, Radiation Oncology
Enrico Cagliero, Medicine
Cheryl Cahill, Institute of Health Professions
Arnel Canlas, General Store
April Canlas-Amameda, Gastrointestinal Unit
Glenda Canlas-Reyes, Mass General West Medical Group
Kathleen Carriere, Massachusetts General Physicians Organization
Jang-Ho Cha, Neurology
Yuchiao Chang, Medicine
Barbara Coffey, Psychiatry
Colleen Collins, Medicine
Arthur Comegno, Gillette Center for Women's Cancers
Linda Como, Brain Tumor Center
Susan Connolly, Radiology
Inge Corless, Institute of Health Professions
Pamela Corolla, Obstetrics and Gynecology Service
Tracy Costley, Radiology
Deborah Cotton, Medicine
Jane Cronin, Nursing
Tremayne Cross, Orthotics/Prosthetics
Joanne Curran, Ambulatory Care Practice Support
Nancy Davidson, Surgery
Susan Dean, Radiation Oncology
Ivana Delalle, Pathology
Linda Dell'Olio, Hematology/Oncology Unit
Christine Dierickx, Dermatology
Anthony Dimino, Charlestown HealthCare Center
Lisa Dobberteen, Pediatric Service
Annette Dogiakis, Radiology
Regina Doherty, Occupational Therapy
Patricia Dowling, Nursing
Eliana Drenkard, Molecular Biology
Paul Eaton, Clinical Pathology
David Ebb, Pediatric Service
Josephine Emar, Revere HealthCare Center
Emad Eskandar, Neurosurgery
Edward Fee, Hematology/Oncology Unit
Gretchen Felopulos, Psychiatry
Marie Ferraro, Psychiatry
Julianne Fiore, Psychiatry
Ruth Fischbach, Medicine
Maria Fiumara, North End Health Center
Sharon Fiumara, Cardiology
Jacob Flanz, Radiation Oncology
Joann Fogel, Reproductive Endocrine Unit
Robert Fogel, Medicine
Kathleen Fortin, Pediatric Service
Blair Fosburgh, Medicine
Rosemary Foster, Neurology
Joseph Frassica, Pediatric Service
Lawrence Friedman, Medicine
Stephanie Fuller, Nursing
Michele Gadd, Surgery
Vivian Gainer, Laboratory of Computer Science
Joyce Galloway, Bulfinch Temporary Services
Alicia Gavalya, Psychiatry
David Geller, Pediatric Service
Daniel Geller, Psychiatry
Dona Georgitis, Revere HealthCare Center
Robert Gerszten, Medicine
Carl Geyer, Radiology
Elzbieta Gilbride, Nursing
Robert Giugliano, Medicine
Verena Gobel, Pediatric Service
Irene Goldenshtein, Infection Control Unit
Randy Gollub, Psychiatry
AnneKathryn Goodman, Obstetrics and Gynecology Service
David Gow, Neurology
Michael Greene, Obstetrics and Gynecology Service
Ross Greene, Psychiatry
Tania Haddad, Anesthesia
Linda Halpin, Hematology/Oncology Unit
Jennifer Hancock, Oral and Maxillofacial Surgery
Anne Hart, Medicine
Alan Hartford, Radiation Oncology

Edmund Hassan, Emergency Services
Chun-Xiao He, Surgery
Pamela Hearon, Infectious Disease Unit
Stephan Heckers, Psychiatry
Judith Hellman, Anesthesia
Martha Herbert, Neurology
Michael Hodges, Medicine
Dianne Holland, Cardiology
Pamela Hook, Institute of Health Professions
Betsy Hosler, Neurology
Leslie Houghton, Dermatology
Judy Hung, Medicine
Felicia James, Nutrition and Food Services
Karen Jean, Urology
Mitchell Johnson, Materials Management
John Julian, Psychiatry
Nasser Karamouz, Psychiatry
Beverley Keele, Clinical Pathology
Michelle Kelley, Medicine
Ashok Khatri, Medicine
Rosemary Kiely, Neurology
Marian Klepser, Medicine
Lisa Kling, Bulfinch Temporary Services
Dora Kovacs, Neurology
David Krebs, Orthopædics
Eric Lander, Medicine
David Landis, Pediatric Service
[redacted]ine Lang, Psychiatry
[redacted]cia Langhorn, Nursing
Dean Le, Neurology
Jeannie Lee, Molecular Biology
Mariane Leonard, Gastrointestinal Unit
Zakhar Levin, Cardiology
En Li, Medicine
Genglan Li, Environmental Services
Juliet Liposky, Anesthesia
Paula Litchman, Admitting Services
Mchurley Louis, Radiology
Daniel Majeskey, Main Operating Room
Janice Mallett, Pathology
Joseph Mandeville, Radiology
John Matthews, Psychiatry
Rischa Mayes, Nursing
Robin Mayfield, Molecular Biology
Steven McAfee, Medicine
Suzanne McDavitt, Bulfinch Temporary Services
Sandra McLaughlin, Social Services
Karen McLeod, Nursing
Patricia Medeiros, Gillette Center for Women's Cancers
Carolyn Mehaffey, Anesthesia
James Meisel, Medicine
Matthew Meyerson, Pathology
Carol Milld, Geriatric Medicine Unit
Jeannie Min, Anesthesia
[redacted]eph Misdraji, Pathology
[redacted]ce Morgan, Dermatology
Katherine Mulligan, Internal Medicine
Lance Munn, Radiation Oncology
Robert Nelken, Pediatric Service
Craig Neville, Surgery
Gil Noam, Psychiatry
Diane Nosack, Nursing
Matthew O'Brien, Buildings and Grounds
Jacqueline Olds, Psychiatry
Esther Oliva, Pathology
Silvio Onesti, Psychiatry
Theodore Ongaro, Urology
Maria Ortiz, Chelsea HealthCare Center
Paola Pajevic, Medicine
Karen Pelletiermitchell, Nursing
Marco Pena, Environmental Services
Lizabeth Perkins, Surgery
Denise Pinney-Michalowski, Surgery
Cathleen Poliquin, Hematology/Oncology Unit
Alicia Powell, Psychiatry
Janey Pratt, Surgery
Susan Quigley, Nursing
Deborah Quinn, Medicine
Abrar Qureshi, Dermatology
Nancy Radford, Pediatric Service
Laurel Raftery, Dermatology
Michael Rater, Psychiatry
Mary Reed, Cardiology
Steven Reeves, Neurology
Hans-Christian Reinecker, Medicine
Brenda Remes, Ladies Visiting Committee
Susan Reuter, Pediatric Service
Michelle Ricciardi, Surgery
Cecil Rice, Psychiatry
David Ring, Orthopædics
David Roberts, Medicine
Herminia Rosas, Neurology
Daniel Rosenn, Psychiatry
Carolyn Ruggiero, Nursing
Russell Ryan, Surgery
Susan Saidman, Pathology
Lucienne Sanchez, Pediatric Service
Agnes Sarno, Bulfinch Temporary Services
Carol Savino, Clinical Pathology
Robert Savoy, Radiology
Elaine Scadding, Charlestown HealthCare Center
Lawrence Seidman, Psychiatry
Irina Seliverstova, Nursing
Miguel Sena-Esteves, Neurology
Samuel Sherry, Pediatric Service
Elinor Siner, Psychiatry
Rajiv Singh, Endocrine Unit
John Slattery, Nursing
Nicole Smith, Neurology
Scott Snapper, Medicine
David Solomon, Institute of Health Professions
Dana Stearns, Emergency Services
Joel Stein, Physical Medicine and Rehabilitation
Tatyana Sukennik, Pulmonary and Critical Care Unit
Christine Sullivan, Revere HealthCare Center
Yihong Sun, Research Management
Kenneth Tanabe, Surgery
Valerie Thadhani, Medicine
Mary Thiel, Chaplaincy Department
David Ting, Pediatric Service
Mary Tomasian, Internal Medicine
Roger Tootell, Radiology
Helene Torrisi, Radiology
Mariano Ubeda-Minarro, Medicine
Arthur Valenstein, Psychiatry
Irene Vidal-Bettancourt, Main Operating Room
Maria Vivaldi, Medicine
Galina Voronov, Psychiatry
Christian Waeber, Radiology
Winsome Waldron, Nursing
Maria Wallace, Gillette Center for Women's Cancers
John Walsh, Anesthesia
Kelly Walsh, Cutaneous Biology Research Center
Gloria Waters, Neurology
Margaret Watson, Professional Billing Office
Robert Webb, Dermatology
Elaine Wilson, North End Health Center
Anna Wolff, Psychiatry
Annie Woon, Anesthesia
John Worthington, Psychiatry
Cameron Wright, Surgery
Leo Wright, Infectious Disease Unit
Kazuhiko Yamada, Surgery
David Yarmush, Surgery
Carey York-Best, Obstetrics and Gynecology Service
Mark Zajkowski, Oral and Maxillofacial Surgery
Sarah Zhang, Endocrine Unit
Richard Ziegler, Radiology
Deborah Zollner, Clinical Pathology

FOR FIVE YEARS

Ali Abdelkader, Bulfinch Temporary Services
Bana Abubakar, Bulfinch Temporary Services
Elida Acuna-Martinez, Interpreter Services
Caroline Adley, Nursing
Jessica Agrell, Nursing
Itzhak Aharon, Radiology
James Akimchuk, Professional Billing Office
Olaitan Akinade, Pharmacy
Essam Al-Ansari, Medicine
Gloria Alexander, Nursing
Yvrose Allien, Clinical Pathology
Merlyn Allman, Materials Management
Elaine Almeida, Infectious Disease Unit
Linda Almeida, Molecular Biology
Dayli Alonzo, Environmental Services
Menekse Alpay, Psychiatry
Jesuina Amado, Patient Care Services
Claribell Amaya, Nursing
Michelle Anastasi, Nursing
Melanie Andrade, Nursing
Lorena Angel, Chelsea HealthCare Center
Vonette Anglin, Nursing
Amy Annese, Nursing
Solange Antoine, Nursing
Suzanne Aquino, Radiology
Ana Arce-Matos, Nursing
Ronald Arellano, Radiology
Mary Jane Arenburg, Dermatology
Cesar Arias, Environmental Services
Divina Arredondo, Chelsea HealthCare Center
Juliana Arrington, Orthopædics
Spyri Artavanis-Tsakonas, Medicine
Jean Ashland, Speech-Language Pathology
Stanley Ashley, Surgery

William D. Cochran, MD (50 years)

William D. Cochran, MD, graduated from Harvard Medical School (HMS) in 1952. His internship was completed in Pediatrics at Children's Hospital in Boston, which was followed by his residency in Pediatrics at Children's and the MGH. Currently an emeritus, pediatrician-in-charge at the Beth Israel Deaconess Medical Center, he also is an associate pediatrician at BWH, a senior associate in medicine at Children's and an emeritus, pediatrician at the MGH. Co-founder of the New England Perinatology Society, he also holds the title of associate clinical professor of Pediatrics at HMS. Among his awards and honors are the S. Robert Stone Award for Excellence in Teaching at HMS and Beth Israel Hospital and the C. Clyde Ferguson Award for the enhancement of diversity at HMS.

Alireza Atri, Neurology
Joseph Audette, Physical Medicine and Rehabilitation
Sanjay Aurora, Pediatric Service
Georgette Azar, Nursing
James Babashak, Anesthesia
Kevin Babcock, Nursing
Brian Bacskai, Neurology
Donald Bae, Orthopædics
Laura Baeringer, Nursing
Maribel Baez, Cardiology
John Baker, Neurology
Kristin Black, Neurology
Peter Black, Neurosurgery
Susan Black, Social Services
Rossitza Bliznakova, Clinical Pathology
Nancy Bloomstein, Social Services
David Boas, Radiology
Christine Bochetti, Radiology
Kristen Bodnaruk, Nursing
Denise Bohne, North End Health Center

John D. Constable, MD (50 years)

John Constable, MD, currently is a visiting surgeon at the MGH. He is both the associate clinical professor for Surgery at Harvard Medical School and is an associate visiting professor of Surgery at Yale Medical School. Constable's interest in natural history and conservation has taken him to many remote areas of the world. He has served on the board of directors for Physicians for Human Rights and is an honorary member of the Thai, Turkish and Egyptian Societies of Plastic Surgeons. Constable is the recipient of the Pioneer Award for Scientific Achievement given by the Commonwealth of Massachusetts.

Thomas Baker, Nursing
Jean Baker, Nursing
Tina Balducci, Radiology
Christine Banks, Orthopædics
Desiree Baptiste, Back Bay HealthCare Center
Moshe Bar, Radiology
Delores Barbeau, Medicine
Riccardo Barbieri, Anesthesia
Jennifer Barmash, Psychiatry
Betsy Barr, Infectious Disease Unit
Maria Barros, Nursing
Manuel Barros, Research Management
Lillian Barry, Obstetrics and Gynecology Service
Phyllis Bartell, Radiology
Murat Bastepe, Medicine
Jonathan Bean, Physical Medicine and Rehabilitation
Blossom Beckford, Nursing
Gilbert Beers, Radiology
Michael Belkin, Surgery
Michelle Bell, Nursing
Nancy Belmar, Nursing
Francesca Belouin, Cutaneous Biology Research Center
Thomas Benner, Radiology
Mariline Bernard, Research Management
Marilyn Bernard, Nursing
Rebecca Betensky, Medicine
David Beynon, Health Information Services
Shirley Biddle, Nursing
William Binder, Emergency Services
Laurie Bissett, Diabetes Research Center
Nathan Bohnke, Physical Therapy Services
Yvanne Boiron, Nutrition and Food Services
Agata Boland, Anesthesia
Andrea Bonanno, Physical Therapy Services
Linda Bonell, Social Services
Albina Bonilla, Nursing
Giorgio Bonmassar, Radiology
Corinne Bordonaro, Neurology
Vladimir Boskovic, Pharmacy
Sharon Bossie, Cardiology
Lisa Boulay, Clinical Care Management Unit
Richard Bouley, Medicine
David Bowling, Surgery
Elizabeth Boyd, Clinical Pathology
Jason Boyd, Professional Billing Office
Susan Boyle, Hematology/Oncology Unit
Ellen Braaten, Psychiatry
Victoria Brady, Public Affairs Office
Lisa Branch, Urology
Hanna Brankiewicz, Radiology
Paula Brathwaite, Nutrition and Food Services
Kevin Bravo, Medicine
Susan Brennan, Nursing
Esther Brisson, Bulfinch Temporary Services
Anne Brogan, Radiation Oncology
Cynthia Brown, Anesthesia
Jacqueline Brown, Admitting Services
Jennifer Brown, Medicine
Allegra Bruce, Cardiology
Alexis Brunel, Radiology
Kareen Bruno, Nutrition and Food Services
Ruth Bryan, Nursing
Diana Buckley Uhrich, Pediatric Service
Georgia Bufford, Radiology
Timothy Buie, Pediatric Service
Janet Burke, Allergy Associates
Debra Burnett, Medicine
Brian Burroughs, Orthopædics
Christopher Cahill, Professional Billing Office
Joseph Caissie, Police and Security
Silvana Calanna, Revere HealthCare Center
Wendy Calderon, Pediatric Service
Adeena Callina, Pediatric Service
Isabel Camargo, Bulfinch Temporary Services
Andrew Cameron, Surgery
Jason Campagna, Anesthesia
Gail Campbell, Nursing
Eric Campbell, Medicine
Theresa Cantanno, Nursing
Maureen Capasso, Nursing
Meghan Capasso, Nursing
Ann Marie Capozzi, Cardiology
Mayra Cardona, Chelsea HealthCare Center
Dave Carino, Physical Therapy Services
Lisa Carlson, Nursing
John Carnabucci, Buildings and Grounds
Kelly Carreiro, Nursing
Abilio Casanola, Orthopædics
Melanie Cassamas, Service Improvement
Sachiko Castleman, Nursing
Escel Catambay, Nursing
Cecilia Catone, Gastrointestinal Unit
Carla Celli, Bulfinch Temporary Services
Vivek Chadaga, Clinical Pathology
Anuradha Chaddah, Medicine
Heechin Chae, Physical Medicine and Rehabilitation
Benetty Chalumeau, Clinical Pathology
Jeffery Chambers, Nursing
John Chambers, Neurology
Weijen Chang, Medicine
Adonica Chaplain, Bulfinch Temporary Services
Paul Chapski, Buildings and Grounds
Kimberly Charette, Nursing
Pierre Charles, Environmental Services
Tahir Chaudhary, Bulfinch Temporary Services
Toni Chea, Revere HealthCare Center
Kimberly Chelf, Nursing
Guang-Chao Chen, Medicine
Shan Chen, Research Management
Tong-Yan Chen, Anesthesia
Shu-Hua Cheng, Molecular Biology
Susan Chick, Mass General West Medical Group
Anna Chicoine, Nursing
Mei Chin-Li, Research Management
Maryann Chorlton, Radiology
Jean Christopher, Hematology/Oncology Unit
Catherine Church, Clinical Pathology
Michelle Ciaramaglia, Nursing
Christeen Cifuni, Nursing
Salvatore Cilmi, Medicine
Steysy Clark, Radiology
Sunday Clark, Emergency Services
Chimwemwe Clarke, Nursing
AnnMarie Cloonan, Professional Billing Office
John Coburn, Hematology/Oncology Unit
Cheryl Codner, Nursing
Bernadette Cogliano, North End Health Center
Louise Cohen, Psychiatry
Marly Coll, Chelsea HealthCare Center
Gina Collerone, Clinical Pathology
Gregory Conklin, Nursing
Julie Conlin, Nursing
Paul Conlin, Medicine
Thomas Connolly, Obstetrics and Gynecology Service
Myrtha Constant, Cutaneous Biology Research Center
Daniel Corboy, Emergency Services
Maryann Corea Carroll, Nursing
Maria Correia, Nursing
Tracy Costa, Physician Referral Office
Henry Coughlin, Materials Management
Eleanor Counselman, Psychiatry
Velma Cousins, Nutrition and Food Services
Edward Craffey, Surgery
Carol Croce, Hematology/Oncology Unit
Shana Crow, Nursing
Carmina Cruz, Nursing
Jesus Cruz, Materials Management
Minerva Cruz, Chelsea HealthCare Center
Carla Cucinatti, Social Services
Frank Curtis, Nursing
Maria D'Amore, Nutrition and Food Services
Suzanne Danforth, Speech-Language Pathology
Thelma Dasilva, Nursing
Roberto Dasilva, Bulfinch Temporary Services
Jennifer Davies, Medicine
Kathryn Davis, Nursing
Corporina De Garcia, Health Information Services
Paul De Pina, Emergency Services
Katherine Deans, Surgery
Sandra Debronkart, Surgery
Jacqueline Dejean, Radiology
Edalgiza Dejesus, Nursing
Andrea Delaney, Laboratory of Computer Science
Adeline Dello Russo, Nursing
Federica delMonte, Medicine
Shirley Deloach, Nursing
Wilna Delsion, Anesthesia
Jean Delus, Environmental Services
Russell Demailly, Main Operating Room

Nancy Dennehy, Professional Billing Office
Scolinda Depina, Nursing
Jose Depina, Environmental Services
Darryll Desrameaux, Materials Management
Louanne Desroches, Nursing
Michael Detmar, Dermatology
Angela Deyoung, Charlestown HealthCare Center
Andra Diephuis, Nursing
Roberta Dimarco, Infectious Disease Unit
Ali Dincer, Bulfinch Temporary Services
Kimberly Dipietro, Obstetrics and Gynecology Service
Melissa Disola, Obstetrics and Gynecology Service
Emmanuelle DiTomaso, Radiation Oncology
Ronald Dixon, Medicine
Tessie Doctor, Nutrition and Food Services
Sandra Dodge, Surgery
Thomas Dodson, Oral and Maxillofacial Surgery
Colin Doherty, Neurology
Elizabeth Doherty, Pediatric Service
Erin Doherty-Evers, Images Hair Salon
James Donahue, Surgery
Gruder Donaldson, Surgery
Carolyn Donohoe, Radiology
Marie Dorcelus, Nursing
Medinor Dorson, Environmental Services
Antonieta Dos Santos, Nursing
Robert Doyle, Psychiatry
John Duffy, Buildings and Grounds
Shryn Dungan, Social Services
Ngoc Duong, Nursing
Evelyn Durand, Mass General West Medical Group
Lisa Duress, Professional Billing Office
Walter Dzik, Pathology
Stephanie Edwards, Reading Disabilities Unit
Eric Eichenwald, Pediatric Service
Nadia El Mouatacim, International Patient Center
Fatiha Elkharchafi, Nursing
Patrick Ellinor, Medicine
Bernadette Elliott, Gillette Center for Women's Cancers
David Ellis, Clinical Pathology
Sheryl Ellis, Nursing
Reginald Elwell, Development and Major Gifts
Yuka Endo, Radiology
Gulsun Erdag, Surgery
Joseph Estinville, Nutrition and Food Services
Leonard Etuk, Pharmacy
Rosemarie Eustace, Nursing
Hassan Faik, Anesthesia
Danielle Faldetta, Nursing
Melinda Fan, Pathology
Chieh-Min Fan, Radiology
William Faquin, Pathology
Barbara Farnsworth, Massachusetts General Physicians Organization
Katherine Farrell, Information Associates
Mari Farrell, Surgery
Kimberly Fee, Nursing
Gesner Felix, Nursing
Kendra Fennell, Obstetrics and Gynecology Service
Marie Fevrier, Nursing
James Fields, Jr., Professional Billing Office
Lillian Figueroa, Orthopædics
Hugette Fildor, Nursing
Micheline Fils, Nursing
John Findley, Psychiatry
Erik Finger, Surgery
Michael Fionda, Buildings and Grounds
Patricia Fitzgerald, Nursing
Michelle Flaherty, Main Operating Room
Rolanda Flammia, Pathology
Donna Florentino, Chelsea HealthCare Center
Dina Flores, Nursing
Saadia Flores, Radiology
David Foley, Information Associates
David Forcione, Medicine
Annalie Francis, Anesthesia
Doris Francis, Nursing
Shauna Franklin, Nursing
Kristin Frazier, Nursing
Matthew Freedman, Medicine
David Freshman, Radiology
Robert Friedlich, Environmental Services
Alison Friedmann, Pediatric Service
James Gage, Bulfinch Temporary Services
Stacy Gaines, Health Information Services
Raquel Gajonera, Admitting Services
Wendy Galpern, Neurology
Paul Galvin, Nursing
Luis Garcia, Environmental Services
Milagros Garcia, Bulfinch Temporary Services
Margaret Gardner, Main Operating Room
Christopher Garniss, Clinical Pathology
Deborah Garrity, Medicine
Joan Gazza, Radiology
Gladys Gee, Emergency Services
Marie Gelin, Nursing
Jean Geller, Primary Care Administration
Katherine Gentile, Gastrointestinal Unit
Sheila Georges, Nursing
Louis Gerard, Materials Management
Joseph Gesmundo, Medicine
Sharon Gibson, Radiology
Jatinder Gill, Anesthesia
Lynda Gillan, Anesthesia
Gina Gillis, Clinical Research Program
Joan Glaser, Nursing
David Glass, Nursing
Lisa Glass, Nursing
Mel Glenn, Physical Medicine and Rehabilitation
Christine Gocal, Hematology/Oncology Unit
Manjusha Gokhale, Institute for Health Policy
Bernadette Golas, Nursing
Saveli Goldberg, Radiation Oncology
Dov Goldvasser, Biomotion Laboratory
Lorraine Gomba, Physical Medicine and Rehabilitation
Youtee Gonkpala, Nursing
John Gonzalez, Surgery
Mauricio Gonzalez, Environmental Services
Jon Gothing, Psychiatry
Gary Gottlieb, Psychiatry
Christine Grady, Nursing
Patricia Grant, Radiology
Christine Gray, Nursing
Douglas Greve, Radiology
Pamela Griffin, Nursing
Jeanne Griffin, Hematology/Oncology Unit
Gayle Hanby, Nursing
Jason Harris, Pediatric Service
Joanne Harris, Cutaneous Biology Research Center
Zhi He, Radiology
Gayle Hearns, Chelsea HealthCare Center
James Heaton, Institute of Health Professions
Simon Helfgott, Medicine
April Heller, Pediatric Service
Mona Hemeon, Nursing
Lori Henault, Medicine
Aude Henin, Psychiatry
Marion Henry, Nursing
Joyce Henry, Nursing
Penelope Herman, Nursing
Carlos Hernandez, Materials Management
James Herndon, Orthopædics
Jocelyne Herold, Hematology/Oncology Unit
Hani Hesaba, Clinical Pathology
Katherine Hesse, Medicine
Christopher Hickey, Transportation Services

Daniel Federman, MD (50 years)

Daniel Federman, MD, began his career with the MGH after graduating magna cum laude from Harvard Medical School (HMS). He then began his clinical training at the National Institutes of Health. Federman joined the faculty at HMS in 1960 and continued his teaching until 1972; all while he was a practicing physician at the MGH. From 1972 to 1977, he served as the chairman of the Department of Medicine at Stanford Medical School. His long-standing attachment with HMS continued when he returned to serve as the dean for Students and Alumni as well as a professor of Medicine. In 1989, he assumed the role of dean for Medical Education.

In 1994, he was named the Physician of the Year by the American College of Physicians to be followed by the Distinguished Teacher Award in 1995 from the same organization. In July of 2000, he was named the senior dean for Alumni Relations and Clinical Teaching for HMS.

Kathleen Grinke, Palliative Care Service
Ljiljana Grkovich, Anesthesia
Xiubin Gu, Gastrointestinal Unit
Amy Guillemin, Pharmacy
Ngoc Ha Tran, Radiology
Juanita Haas, Chelsea HealthCare Center
Carolyn Hall, Pharmacy
Paul Hammerness, Psychiatry
Amira Hamzic, Main Operating Room
George Higgins, Professional Billing Office
Deborah Hinds, Nutrition and Food Services
Virginia Hines, Psychiatry
Devon Hinton, Psychiatry
Francesca Hirtle, Neurology
Stephen Hoenig, Surgery
Taunya Hoffman, Nursing
Brian Hoh, Neurosurgery
Karen Holland, Nursing
Loretta Holliday, Orthopædics

Daphne Holt, Psychiatry
Jill Horgan, Nursing
Peter Houghteling, Psychiatry
Rebecca Houlihan, Radiation Oncology
Jennifer Howard, Nursing
Ming-Hsiun Hsieh, Molecular Biology
Patrick Hu, Medicine
Basil Ince, Medicine
Louise Ivers, Medicine
Sakina Jaaber, Pediatric Service
Regina Joseph, Nursing
Ann Joyce, Nursing
Kelly Joyce, Nursing
Alexander Kainamisis, Environmental Services
Masao Kaneki, Anesthesia
Yuejian Kang, Cardiology Division
Steven Kanner, Medicine
Emily Karwacki, Emergency Services
Annette Kavanagh, Nursing
Howard Kay, Pediatric Service
Kathleen Keenan, Cardiology

Philip McCarthy, MD (50 Years)

For the past 50 years, Philip McCarthy, MD, has been an active member of the MGH Dermatology Service. His career began in 1947 when he received his medical degree from Tufts Medical School. He completed an internship at St. Elizabeth's Hospital and a Dermatology residency at the Hospital of the University of Pennsylvania. Medical training was followed by two years in the military, serving as a captain with the US Army Medical Corps.

In 1953, he came to the MGH where he has spent the last 50 years training hundreds of Dermatology residents, fellows and medical students. Some of his former trainees have gone on to become leaders in the field of Dermatology. In 2000, he was awarded the HMS Department of Dermatology Part-time Teacher Award.

Jonathan Jackson, Radiation Oncology
Debra Jacobson-Lenson, Revere HealthCare Center
Lilawattie Jaglall, Nursing
Jose Jaimes, Environmental Services
Donna Janas, Psychiatry
Jerome Janousek, Pharmacy
Arul Jayaraman, Surgery
Marie-Edoua Jean-Pierre, Primary Care Administration
Donna Jenkins, Patient Care Services
Joshua Jennings, Medicine
Paricanne Jeune, Environmental Services
Glenis John, Nursing
Manohar John, Medicine
George Johnson, Nursing
Mary Johnston, AIDS Research Center
Douglas Johnston, Surgery
Kellee Jones, Gastrointestinal Unit
Michael Jones, Parking and Commuter Services
Nan Jones, Massachusetts General Physicians Organization
Michael Jordan, Materials Management
Junie Joseph, Nursing
Francis Joseph, Materials Management
Kimberly Kegel, Neurology
John Kelley, Psychiatry
Kristen Kelley, Clinical Pathology
Stacey Kelley, Police and Security
Sara Kelly, Institute of Health Professions
Bernice Kelly, Psychiatry
Patricia Keough, Psychiatry
Jonatha Kerr, Nursing
Reshma Kewalramani, Medicine
Raman Khiroya, Anesthesia
Mark Kilbride, Buildings and Grounds
Mary Killackey, Nursing
April Kim, Nursing
James Kirshenbaum, Medicine
Judith Klane, Internal Medicine
Natatia Knight, Nursing
Irina Kochneva, Health Information Services
Richard Koehler, Surgery
Jane Kogan, Psychiatry
Stephen Kolaczkowski, Pharmacy
Natascha Kontny, Social Services
Yakov Kopilevich, Buildings and Grounds
Zbigniew Kosinski, Materials Management
Camille Kotton, Medicine
Jamie Krikava, Nursing
Bhargavi Krishnan, Anesthesia
Indira Kudva, Medicine
K. Kumpavong-Gonsiewski, Nursing
Gina Kuperberg, Psychiatry
Rafail Kushak, Pediatric Service
Karen Kwiatanowski, Nursing
Lisa Kwmuntis, Clinical Pathology
Mokhtar Labeche, Environmental Services
Germaine Lambergs, Nursing
Susan Lambert, Nursing
Moliere Landais, Radiology
Manuel Landaverde, Environmental Services
Gail Lantieri, Nursing
Annette LaPointe, Radiology
Mark Lareau, Physical Therapy Services
Philip Larsen, Medicine
Edna Laurino, Chelsea HealthCare Center
Ghislaine Laurore, Nutrition and Food Services
Sara Lazar, Psychiatry
Dolores Lazzarino, Revere HealthCare Center
Nang Le, Radiology
Meryl Leboff, Medicine
Harish Lecamwasam, Anesthesia
Mary Leclair, Nursing
Yvette Leclair, Orthopædics
Pamela Leclerc-Bovey, Main Operating Room
Denise Leconte-Rosemond, Nursing
Mei-Ling Lee, Medicine
Frederick Lee, Medicine
Lorraine LeFever, Nursing
Catheline Legagneur, Chelsea HealthCare Center
Daniel Leonard, North End Health Center
Angela Leone, Nursing
Nicholas Lepore, Transportation Services
Joann Levins, Nursing
Cheryl Lewandowski, Professional Billing Office
Guoan Li, Orthopædics
Barbara Libbey, Public Affairs Office
George Lillie, Nursing
Dan Limerick, Operating Room Administration
Peter Linde, Medicine
Elizabeth Liszanckie, Nursing
Geoffrey Liu, Medicine
Susan Lochiatto, Revere HealthCare Center
Shahin Lockman, Medicine
Elizabeth Loder, Medicine
Christine Lojko, Development and Major Gifts
Angela Lombardo, Patient Care Services
Kathleen Lomuscio, Clinical Care Management Unit
Darren Long, Professional Billing Office
Susanne Loomis, Radiology
Gretchen Lord, Nursing
Maureen Lucey, Hematology/Oncology Unit
Kristin Lund, Nursing
Kara Luscko, Nursing
Mary Lyons, Nursing
Mary Lyons-Hunter, Psychiatry
Samantha Macdonald, Nursing
Danielle Macenat, Nutrition and Food Services
Calum MacRae, Medicine
Darlene Madej, Nursing
Susan Maechaoui, Professional Billing Office
Janice Maenpaa, Nursing
Shyamala Maheswaran, Surgery
William Mailhiot, Transportation Services
Carl Malanga, Neurology
Chhaya Mani, Anesthesia
Dieter Manstein, Dermatology
Michael Marks, Professional Billing Office
David Marquez, Police and Security
Kathleen Marshall, Neurology
Nancy Marshall, Warren Library
Vladimir Marshansky, Medicine
Tracey Martin, Nursing
Keith Mason, Clinical Pathology
Lois Masters, Nursing
Celia Matos, Clinical Pathology
Peter Mauch, Radiation Oncology
Maureen Mcanneny, Nursing
Jerry Mccall, Transportation Services
Kerry McCarthy, Nursing
Laurel McConnell, Nursing
Allison McDermott, Cardiology
Steven McDermott, Medicine
Michael McElhinny, Chaplaincy Department
Margo Mcfield, Nursing
Christopher Mcgrath, Revere HealthCare Center
Duncan McInnes, Obstetrics and Gynecology Service
Maureen Mckenna, Nutrition and Food Services
Susan Mckenzie, Professional Billing Office
Ciara McMahon, Physical Therapy Services
Pamela McMahon, Radiology
John McNealy, Police and Security
Daisy Mejia, Nursing
Jonathan Mercer, Urology
Angela Merchant, Pharmacy
Ashley Michaels, Nursing
Jeffrey Mifflin, Public Affairs Office
David Miller, Nursing
Lenore Miller, Institute of Health Professions
Nadia Minichiello, Radiology
Peter Minneci, Surgery
Amy Minnocci, Nursing
Adele Mirabella, Neurology
Maria Miranda, Nursing
Mohammad Miri, Hematology/Oncology Unit
Jamal Mitchell, Nutrition and F Services
Martha Mitchell, Internal Medicine
Kenneth Moberg, Medicine
Stefanie Modri, Nursing
Colleen Monaghan, Medicine
Julio Monteiro, Main Operating Room

Marie Montes, Hematology/ Oncology Unit
Patricia Moors, Radiology
Erin Moran, Nursing
Sandra Moreschi, Revere HealthCare Center
Pamela Moriarty, Nursing
Erick Morris, Medicine
Victoria Morrison, Nursing
Hamilton Moses, Neurology
Lynne Mottola-Doherty, Obstetrics and Gynecology Service
Alan Moulaison, Police and Security
Jacquelyn Moynihan, Nursing
Mnconywa Mrabuya, Buildings and Grounds
Nicholas Mueller, Medicine
Mark Mullins, Radiology
Victor Munoz, Environmental Services
Jamila Munye, Nursing
Manuel Murillo, Main Operating Room
Colleen Murphy, Clinical Care Management Unit
David Murphy, Laboratory of Computer Science
Francine Murphy, Neurology
Heather Murphy, Psychiatry
Cindy Nalchajian, Chelsea HealthCare Center
Nadarajah Nanthakumar, Pediatric Service
Michele Napoli, Professional Billing Office
Melissa Nappi, Nursing
Selim Nasser, Pathology
Jamal Nazzal, Bulfinch Temporary Services
Debritu Negash, Parking and Commuter Services
Joseph Neimat, Neurosurgery
Paul Nelson, Materials Management
Paula Nelson, Nursing
Gwyn Nelson, Clinical Pathology
Kristen Nestor, Nursing
Kathleen Neville, Nursing
Lan Nguyen, Radiology
Darcy Noonan, Nursing
Alexander Norbash, Radiology
Philip Norris, Medicine
Paul Nugent, Professional Billing Office
Pamela Nunes, Social Services
Anna O'Brien, Nursing
Raymond O'Connell, Transportation Services
Michael O'Connor, Patient & Family Learning Center
Katherine O'Gara, Nursing
Rita O'Keefe, Women's Health Associates
Karen O'Leary, Obstetrics and Gynecology Service
Jennifer O'Neil, Nursing
Karen O'Neil, Revere HealthCare Center
Ann O'Sullivan, Nursing
Anne Oaklander, Anesthesia
Joan O'Donnell, Neurology
Kara Olivier, Nursing
Wilfrere Olivier, Nutrition and Food Services
Janet Olofson, Nursing
Cheryl Olsen, Nursing
Kristian Olson, Medicine
Scott Orr, Psychiatry
Sara Ortiz-Vega, Molecular Biology
Nimet Oruc, Physical Medicine and Rehabilitation
Patricia Ostler, Hematology/ Oncology Unit
Timothy Padera, Radiation Oncology
Harald Paganetti, Radiation Oncology
John Pagounis, Bulfinch Temporary Services
Janet Palermo, Nursing
Walter Panis, Physical Medicine and Rehabilitation
Regina Pantoja, Cardiology
Richard Parad, Pediatric Service
Asha Parekh, Psychiatry
Deirdre Parkman, Clinical Pathology
Eva Patalas, Pathology
Carlos Paulino, Environmental Services
Amanda Paulovich, Medicine
Laurie Pelosi, Neurosurgery
Donna Peltier-Saxe, Clinical Care Management Unit
Amanda Peppercorn, Medicine
Jeffrey Peppercorn, Medicine
Maricely Perez-Alers, Institute of Health Professions
Lisa Perry, Nursing
Monica Pessina, Occupational Therapy
Kym Peterson, Nursing
Magincia Petiote, Nursing
Marie Petit-Homme, Nursing
Annie Pham, General Store
Huy Phan, Bulfinch Temporary Services
Marie Philiossaint, Nursing
Homer Pien, Radiology
Dorlene Pierce, Nursing
Irlando Pina, Environmental Services
Richard Pinegar, Emergency Services
Nelly Pitteloud, Medicine
Taryn Pittman, Patient & Family Learning Center
Elizabeth Place, Nursing
Gordon Plank, Orthopædics
Sonia Plummer, Professional Billing Office
Andrea Poulakis, Nursing
Traci Powers, Nursing
Mark Poznansky, Medicine
Kathrina Prelack, Surgery
Lisa Price, Psychiatry
Adeline Prioly, Nursing
Carolyn Prucher, Nursing
Jason Qu, Anesthesia
Terez Qualls, Orthopædics
Sally Quick, Anesthesia
Caroline Quinn, Nursing
Mary Quinn, Charlestown HealthCare Center
Antonio Quintero, Environmental Services
Grace Raffa, Nutrition and Food Services
Josephine Raimondi, Radiology
Carlos Ramirez, Research Management
Sheldon Randall, Surgery
Mark Randolph, Surgery
Karen Reed, Patient Care Services
Robin Reed, Nutrition and Food Services
Shahdokht Reeder, Nursing
Andrea Reetz, Nursing
Walter Reeves, Buildings and Grounds
Doris Regal, Clinical Pathology
Deborah Rempis, Mass General West Medical Group
Marleny Reyes, Operating Room Administration
Paul Reynolds, Medicine
Gail Ricci, General Clinical Research Center
Joan Ricker, Clinical Pathology
Marjorie Ricketts, Nursing
Antoinette Riley, General Clinical Research Center
Brenda Riley, Nursing
Sandra Rincon, Radiology
Steven Ringer, Pediatric Service
Miguelina Rivera, Chelsea HealthCare Center
Neil Rodrigues, AIDS Research Center
Frances Rodriguez, Nursing
Madeline Rodriguez, Nursing
Ericka Rogasky, Nursing
Campbell Rogers, Medicine
Jean-Frederic Romain, Respiratory Care Services
Larisa Romanova, Radiation Oncology
Manuela Rosa, Nursing
Hector Rosado, Environmental Services
Nancy Ross, Nursing
Jennifer Roy, Neurology
Harry Rubash, Orthopædics
Amy Rubin, Psychiatry
Diane Rubin, Infectious Disease Unit
Jamie Rubin, Obstetrics and Gynecology Service
Marcella Ruddy, Medicine
Judith Runnels, Dermatology
Trina Russell, Radiology
Erika Ryst, Psychiatry
Diane Sacchetti, Molecular Biology
Esther Saint-Juste, Admitting Services
Yoriko Saito, Medicine
Hamid Salamipour, Radiology
Yves Salomon, Bulfinch Temporary Services

Morton Olin, MD (50 Years)

After Morton Olin, MD, graduated from Tufts University School of Dental Medicine, he completed an internship at the Hospital for Joint Diseases in New York City. Following a year of studies at the Graduate School of Medicine at the University of Pennsylvania, he served as a resident in Oral Surgery at Johns Hopkins Hospital. He then began his career with the MGH in 1953 in the Department of Oral and Maxillofacial Surgery. He has held teaching appointments in Oral/Maxillofacial Surgery as associate professor at Tufts University and at Boston University. He has served as consultant for various health care organizations as well as an expert witness in oral and maxillofacial-related court cases throughout New England.

Miguel Rivera, Environmental Services
Robert Rizzo, Surgery
Anna Roach, Nursing
Lilian Roberts, Bulfinch Temporary Services
Thomas Roberts, Medicine
Charlene Robicheau, Pediatric Service
Yazmanny Robles, Research Management
Maria Roche, Gillette Center for Women's Cancers
Richard Roderick, Buildings and Grounds
Elizabeth Sands, Research Management
Tercida Santana, Environmental Services
Maria Santos, Environmental Services
Bridget Scanlon, Nursing
Lisa Scarfo, Pediatric Service
Judith Schaechter, Radiology
Tracey Schorr-Garrett, Nursing
Jennifer Scully, Nursing
Kerry Sedlock, Professional Billing Office
Ellen Seely, Medicine
Kimberly Seibert, Gastrointestinal Unit

Amee Seitz, Physical Therapy Services
Elena Seitz, Nursing
Andrew Selwyn, Medicine
Alice Sequeira, Nursing
Ramona Serrano, Chelsea HealthCare Center
Stephen Servoss, Medicine
Maribel Sgroi, Nursing
Arun Shanbhag, Orthopædics
Eileen Sharkey, Hematology/Oncology Unit
Estee Sharon, Psychiatry
Christopher Shaw, Infectious Disease Unit
Bridget Sheehan, Nursing
Teresa Sheehan, Nursing
Susan Sheppard, Nursing
Natalie Shlosman, Oral and Maxillofacial Surgery
Glenn Short, Medicine
Vivian Showell, Radiology
Costi Sifri, Medicine
Odis Simmons, Nutrition and Food Services
Christine Simmons, Orthopædics
Daniel Simon, Medicine
Robert Singer, Medicine
Jagmeet Singh, Medicine
Kamla Singh, Nursing
Janet Sisterson, Radiation Oncology
Julia Sivret Farley, Hematology/Oncology Unit
Pamela Sklar, Psychiatry
Matt Slatalla, Anesthesia
Michael Small, Radiology
Eric Smith, Neurology
Flavia Smith, Interpreter Services
John Smith, Radiology
Mary Smith, Nursing
Karen Smith-Nocton, Emergency Services
Renee Snow, Psychiatry
Suzanne Sokal, Clinical Care Management Unit
Victor Solo, Radiology
Pamela Somers, Nursing
Young Song, Medicine
Alison Spray, Surgery
Jacqueline St. Paul, Nursing
Vallerie St. Preux, Nursing
Mary Staffa, Radiology
Angela Stallworth, Professional Billing Office
David Stamp, Transportation Services
Peter Stefanovich, Anesthesia
Jeffrey Stein, Radiology
Joanne Stephens, Professional Billing Office
Barbara Stoklas, Hematology/Oncology Unit
Brian Stoll, Radiation Oncology
Colleen Strano, Women's Health Association
James Streisand, Anesthesia
Michelle Stuler, Nursing
Aaron Styer, Obstetrics and Gynecology Service
Elliot Suarez, Pediatric Service
Nancy Sullivan, Nursing
Margaret Sullivan, Hematology/Oncology Unit
Yao Sun, Pediatric Service
Stacey Surenian, Nursing
Kittisak Suthamjariya, Dermatology
Donna Sweeney, Nursing
Michael Sweeney, Medicine
Kristin Swenson, Nursing
Kristin Sybertz, Nursing
Ethel Sykes, Bulfinch Temporary Services
Heather Symecko, Medicine
Amy Szeto, Operating Room Administration
Raghda Tabbara, Radiology

Henning Pontoppidan, MD (50 Years)

Henning Pontoppidan, MD, came to the MGH from Denmark in 1953 as a first-year resident in Anesthesia. During his residency, a disastrous polio epidemic unfolded in the United States, affecting many patients in Massachusetts. Pontoppidan managed the respiratory care of many of these patients. Pontoppidan became a key figure in the subsequent development of respiratory intensive care at the MGH, and his work led to the establishment of the MGH Respiratory Intensive Care Unit in 1961 – the first in the United States. He was chief of that unit in the Department of Anesthesia, from its inception up to 1984.

Ayse Taciroglu, Registrar/Credentialing Unit
Marjorie Taglieri, Internal Medicine
Zuoqin Tang, Pathology
David Taub, Dermatology
Nicole Tavares, Nursing
Darren Tavernelli, Pulmonary and Critical Care Unit
Eugene Taylor, Psychiatry
Anna Tchoudakova, Medicine
Guillermo Tearney, Pathology
Lucas Teixeira, Research Management
Fausto Teixeira, Environmental Services
Norman Tenbroek, Molecular Biology
Linda Tenofsky, Geriatric Medicine Unit
Stacey Tetrault, Nursing
Ann-Marie, Thomas Physical Medicine and Rehabilitation
Sandra Thomas, Nursing
Brenda Thornell, Neurology
Paressa Tiglianidis, International Patient Center
Carole Tillis, Anesthesia
Joanne Tlasek, Hematology/Oncology Unit
R. Scott Tolle, Bulfinch Temporary Services
Renato Tolu, Nursing
Rosalind Trent, Nursing
Stephanie Tromblee, Nursing
Blanche Truong, Clinical Pathology
Kirk Tucker, Nutrition and Food Services
Heather Turgeon, Diabetes Research Center
Latanya Turner, Endocrine Unit
Stephen Turner, Nursing
Jeanne Twigg-Taylor, Nursing
Maria Valencia, Health Information Services
Eileen Valis Kerr, Physical Therapy Services
Stephanie Vassallo, Revere HealthCare Center
Evelyn Vega, Nutrition and Food Services
Robert Veiga, Orthopædics
Wanda Velazquez, Community Benefits
Cara Ventresca, Occupational Therapy
Marcos VidalMelo, Anesthesia
Alain Viel, Dermatology
Dana Villeneuve, Nursing
Karen Visnaw, Neuroendocrine
Jill Volfsbergs, Primary Care Administration
Danielle Volk, Physical Therapy Services
Althea Wagman-Bolster, Speech-Language Pathology
Lawrence Wald, Radiology
Rochelle Walensky, Medicine
Jennifer Walker, Surgery
Maureen Walker, Bulfinch Medical Group
Thomas Walker, Pediatric Service
Staycie Wallace, Nursing
Maryanne Walls, Surgery
Pamela Walrond, Bulfinch Temporary Services
Catherine Walsh, Nursing
Paula Walsh, Bulfinch Temporary Services
Xiaoying Wang, Radiology
Zhengyu Wang, Medicine
Tsering Wangmo Dingyon, Nursing
Karen Ward, Nursing
Jennifer Wargo, Surgery
Jon Warner, Orthopædics
Diane Wathen, Radiology
Janis Webster, Nursing
Alexander Wei, Bulfinch Temporary Services
Lorin Weiner, Dermatology
Sharon Weiss-Kapp, Institute of Health Professions
Jennifer Wells, Massachusetts General Physicians Organization
W. Caroline West, Neurology
Marlene Wheeler, Nursing
John Whelan, Pediatric Service
Janice White, Radiology
John White, Police and Security
Karen White, Professional Billing Office
Sarah Wilcox-Adelman, Dermatology
Stephanie Wilkie, Emergency Services
Harold Wilkinson, Neurosurgery
Freeman Williams, Environmental Services
John Willins, Radiation Oncology
Michael Willis, Nutrition and Food Services
Amani Wilson, Psychiatry
Caryn Wilson, Obstetrics and Gynecology Service
Elisabeth Wilson, Environment Safety
James Winam, Jr., Transportation Services
William Winn, Materials Management
Jamie Winnick, Psychiatry
Iris Wong, Nursing
Mei Wong, Pediatric Service
Nancy Worthington, Nutrition and Food Services
Mary Wright, North End Health Center
Dong Wu, Surgery
Zhi Wu, Pediatric Service
Cuartor Wynne, Nursing
Jian-Ping Xiong, Medicine
Eren Yeh, Radiology
Katherine Yniguez, Physical Therapy Services
Anna Yoo, Psychiatry
Heidi Young, Nursing
Qian Yuan, Pediatric Service
Nikhat Zaidi, Neurology
Michael Zalis, Radiology
Christina Zannieri, Obstetrics and Gynecology Service
David Zawatsky, Professional Billing Office
Artur Zembowicz, Pathology
Lily Zeng, Orthopædics
Xun Zhang, Medicine
Zhenning Zhang, Clinical Pathol
Sharon Zisk, Anesthesia

MGH HOTLINE

Strategic planning spotlight: Quality and Patient Safety Task Force

Since the MGH embarked on an intensive strategic planning effort several months ago to determine the future direction of its clinical programs, members of seven task forces have been meeting, planning and preparing to make preliminary recommendations to the Strategic Planning Steering Committee. Hotline will be highlighting the work of some of these task forces during the upcoming weeks.

While there now is a nationwide focus to raise the standards for quality and safety measures in hospitals that focus has been present at the MGH for years. In fact, it dates back to the work of Ernest Codman, MD, in the early 20th century, proceeds through landmark work in anesthesia safety in the 1970s and 80s, and most recently continues with the establishment of the MGH Office of Quality and Patient Safety two years ago. One of the seven strategic planning task forces, now is zeroing in on this topic to coordinate the hospital's quality improvement and patient safety activities and take them to a new level.

The Quality and Patient Safety Task Force is led by Brit Nicholson, MD, MGH chief medical officer, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, and Gregg Meyer, MD, medical director for the Massachusetts General Physicians Organization (MGPO).

According to Nicholson, the members of the task force are committed to establishing a clear direction for the MGH and the MGPO on quality and safety issues as well as setting priorities for these efforts and integrating them into the hospital's culture. "Individually and departmentally, we have always been concerned about the quality and safety of our patients," says Nicholson. "However, with this nationwide movement, we now are looking at hospital systems to make sure they can support individuals and departments in maintaining high quality and safety in patient care."

Meyer adds, "We want the work of this committee to transform our hospital and care providers so that we can lead the nation in health care quality and safety."

The task force has three subcommittees – culture and education, priorities and next steps, and measurement and reporting. The subcommittee on priorities will include two subgroups focusing on clinical priorities and environment of care.

The charge of the subcommittee on culture and education is to develop initiatives that will help weave patient care quality and staff safety priorities into the fabric of the MGH culture. Some of these initiatives will include developing a safety award program, creating forums for employees to discuss quality and safety issues, implementing educational plans on quality and safety issues for all MGHers, and creating a communications strategy about the hospital's quality and safety agenda.

The main goal of the subcommittee on priorities and next steps is to develop a process for prioritizing institutional initiatives on patient safety and quality. Members of this group also will be making recommendations for short-term and long-term goals for the hospitalwide quality and safety effort, taking into consideration the progress of current programs that already focus on these areas.

The measurement subgroup will be developing comprehensive systems for monitoring and measuring quality and safety initiatives. Members plan to do so in a number of ways – such as improving the integration of data measurement with current clinical and administrative systems, standardizing the reporting of safety incidents and close calls, developing more widely spread communications on the measures of safety goals and outcomes, and enhancing communications about the MGH and MGPO quality and safety mission through the use of patient-centered narratives.

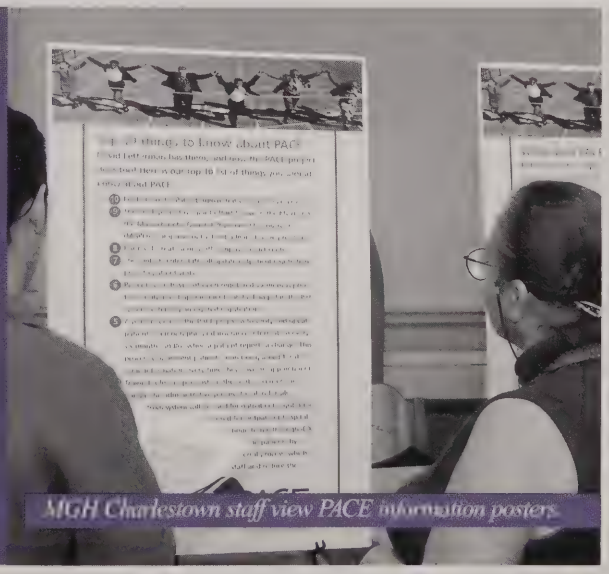
Any employee is welcome to submit ideas to the Strategic Planning Steering Committee by visiting *http://is.partners.org/mghstrategicplan* or by sending written ideas through interoffice mail to the Strategic Planning Steering Committee, Bulfinch 240. ●

MGH health centers pick up the PACE

Staff from MGH Charlestown, Chelsea and Revere recently participated in open house sessions designed to educate employees about the Patient Administrative Cycle Enhancement (PACE) project, an initiative to make patient administration a smoother process for both patients and employees.

The open house sessions were well attended by health center staff, and members of PACE implementation teams were on hand to answer questions. The PACE project, which was launched last year, will redesign the outpatient administrative processes, provide enhanced technology to support these streamlined processes and ultimately provide a significant financial benefit to the hospital and its physician organization.

For more information about the PACE project, send e-mail to *PACEproject@partners.org*.



MGH Charlestown staff view PACE information posters.

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MGH HOTLINE

WHAT'S HAPPENING

History of MGH web site
In recognition of Ether Day, the Treadwell Library has created a web site that links to the print and online histories of the MGH and individual departments. To access the site, visit *http://www.massgeneral.org/library/* and select the MGH history link.

EAP seminar
The Employee Assistance Program (EAP) will offer the seminar "Nourishing Your Newborn" Oct. 14, from noon to 1 pm, in VBK, room 401. Germaine Lambergs, RN, an MGH lactation consultant, will present the latest information about breastfeeding. A tour of the Mother's Corner at the MGH also will take place. For more information, contact the EAP at (617) 726-6976.

Domestic Violence Awareness month
In recognition of Domestic Violence Awareness month, MGH Police and Security will host "Domestic Violence in the Gay, Lesbian, Bisexual and Transgender Communities" Oct. 16, from noon to 1 pm in the Walcott Conference Rooms. All are welcome to attend.

Vincent Club symposium
The Vincent Club will host its annual health symposium "Changing Times, Changing Lives: Sexuality, Depression and Other Advances in Women's Health Care" Oct. 23, from 11 am to 2 pm, at the Park Plaza Hotel. Tickets for the symposium and lunch are $65, and proceeds will benefit the MGH Vincent Obstetrics and Gynecology Service. For more information, call the Vincent Club at (617) 523-3900.

Women's Cancers Awareness Fair
The MGH Cancer Center will host the Women's Cancers Awareness Fair Oct. 17, from 9 am to 2 pm in the Main Corridor. For more information, contact Tara Becker at (617) 724-9432 or send e-mail to *tbecker@partners.org*.

Schwartz Center annual dinner
The Kenneth B. Schwartz Center will celebrate its eighth anniversary at its annual dinner Oct. 23 at the Westin Hotel, Copley Place. A reception will be held at 5:30 pm. Tickets are $200. For more information or to purchase tickets, call (617) 724-4746. Volunteers also are needed for the event. For more information about volunteering, call Sarah Levenson at (617) 724-7576.

Pri-Med East 2003 conference
The annual Pri-Med conference and exhibition will be held Nov. 7 to 10 at the Hynes Convention Center. Partners hospitals will be featured in booth #1106. For more information or to register, visit *www.pri-med.com*.

Memorial service

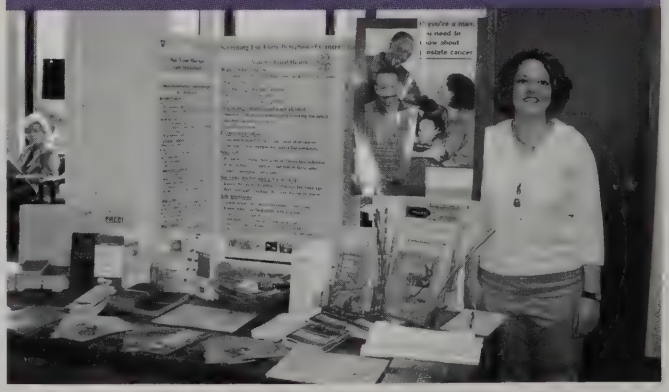
The MGH Dermatology Service will hold a memorial service for Thomas B. Fitzpatrick, MD, former chief of Dermatology. The service will take place Oct. 21 at 8 am in the Shriners Hospital Auditorium. All are invited to attend.

MGH health centers spread cancer awareness

The MGH Back Bay and the MGH Charlestown HealthCare Centers as well as the North End Community Health Center recently participated in the citywide cancer awareness campaign that was sponsored by Boston Mayor Thomas M. Menino and the Boston Public Health Commission. The health centers hosted information booths that offered educational materials about a broad range of cancer topics such as breast, cervical, ovarian, skin, lung, prostate and colorectal cancers.

According to Eileen Manning of MGH Community Health Associates, the fairs were well attended. "These events were very well received," says Manning. "One woman told me how wonderful it was for the health centers to offer this information where patients were waiting for appointments."

Melissa Shresthra, a patient liaison at MGH Back Bay, answered questions at one of the information tables.



Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

October 17, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Ether Day 2003: MGH honors employees for years of service

The MGH celebrated Ether Day – the annual celebration that recognizes employee length of service – Oct. 10 under the Bulfinch Tent. More than 2,000 employees and staff who have worked at the hospital for 5, 10, 15, 20, 25, 30, 35, 40, 45, 50 and 60 years were honored. John Barlow, MD, Daniel Federman, MD, Mortin Olin, MD – who celebrated 50 years at the MGH – and Grant Rodkey, MD, who celebrated 60 years, all were present for the festivities. The honored employees also received pins and carnations representing their length of service.

The Ether Day dancers – a group of administrative fellows and other MGH employees – made an appearance dancing to songs that were hits during the years that employees started working at the MGH. The musical tribute ranged from Will Smith's "Gettin' Jiggy Wit' It" to Elton John's "Crocodile Rock" to Frank Sinatra's "As Time Goes By."

Peter L. Slavin, MD, president of the MGH, congratulated all the employees for their hard work and dedication. "It's a challenge to find a place to call a second home, and to find a job that you truly love is rare," he said.

The celebration ended with a sing-a-long of "Take Me Out to the Ball Game." ●

Feeling blue about the flu? Don't – flu shots are available

The MGH employee and volunteer flu vaccination program begins Oct. 20 and will be offered in a new location on the main campus this year – the WACC Lobby. All employees and volunteers – particularly those who have direct contact with patients – are encouraged to get the flu vaccine.

According to Susan Loomis, RN, director of MGH Occupational Health Services, only about 30 percent of the 6,000 persons vaccinated each year in the employee flu vaccination program are direct caregivers. This year's goal is to have 50 percent of all employees vaccinated. "Employees do not always recognize that they are the most likely source of flu transmission to co-workers and patients," says Loomis. "Because of this, many employees do not see the need for vaccination. We have been fortunate in recent years that flu activity has been generally mild. Flu activity, however, follows well-defined cycles, and sometime within the next few years a flu epidemic is likely to occur."

Loomis notes that all employees reporting a flu infection must remain out of work for a period of at least five days from the day symptoms begin – because viral shedding can continue throughout this period.

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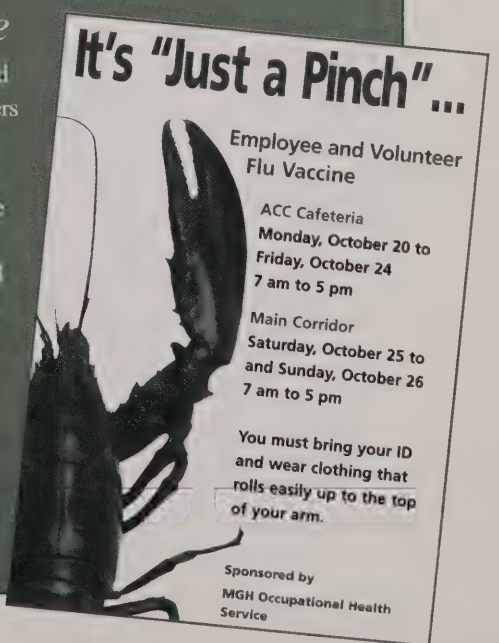

It's "Just a Pinch"...
Employee and Volunteer Flu Vaccine
ACC Cafeteria
Monday, October 20 to Friday, October 24
7 am to 5 pm
Main Corridor
Saturday, October 25 to and Sunday, October 26
7 am to 5 pm
You must bring your ID and wear clothing that rolls easily up to the top of your arm.
Sponsored by MGH Occupational Health Service

MGH employees perform Good Samaritan act

Lunchtime is a daily routine break for most MGH employees. For Shana Bryant and Cynthia Meglio, RN, both of the MGH Electrophysiology Lab in the Cardiology Division, lunch was anything but routine when it turned into a heroic act Sept. 9. As Bryant and Meglio set out to pick up lunch at Finagle a Bagel, a woman collapsed directly in front of them. Meglio, with the help of Godtfred Holmvang, MD, of MGH Cardiology, began administering CPR, while Bryant ran inside to get help. The hospital's code team arrived and transported the woman to the MGH Emergency Department. Thanks to Bryant, Meglio and Holmvang, the woman was successfully resuscitated.

Meglio, left, and Bryant

MGH recognizes physician assistants

For more than 30 years, physician assistants (PA) have provided quality medical care and service in many health care settings. The profession's impact on the world of medicine continues to grow and was recognized Oct. 6 when physician assistants from the MGH and throughout the country celebrated the fifth annual National Physician Assistants Day.

The day celebrated the important services and outstanding quality of patient care PAs offer every day. An information table in the Main Corridor enabled patients, visitors and employees to learn about the role PAs play in health care. Additional information was available for people interested in becoming a PA.

PAs are employed by individual physician practices, health maintenance organizations, group practices, nursing homes and hospitals. The MGH employs 25 PAs, a number that has grown significantly since the first PA was hired in the early 1980s.

Local seniors get moving

More than 30 community seniors shook and shimmied their to good health Oct. 7 at the kickoff for the Senior HealthWISE lecture series, the first in a series of "get well" seminars for community seniors.

Guest speakers Kate Brill-Daley, general manager of The Clubs at Charles River Park, Sandy Conner and Dan Murphy, both instructors at The Clubs, led a discussion about the benefits of exercise. A demonstration followed that focused on how seniors can improve strength, endurance, balance and flexibility.

During the seminar, Senior HealthWISE also announced a joint program with The Clubs, which includes free exercise workshops for seniors to be held at the health club. The first workshop, "Sit to be Fit," was held Oct. 14, with future workshops to be announced. For more information, call (617) 724-6756. ●

Women's soccer benefits from MGH medical expertise

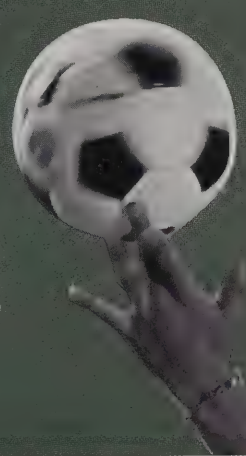
Thomas Gill, MD, an orthopædic surgeon in MGH Sports Medicine Services, served as medical director for the 2003 Women's World Cup soccer tournament, which was held at Gillette Stadium Sept. 27 through Oct. 1.

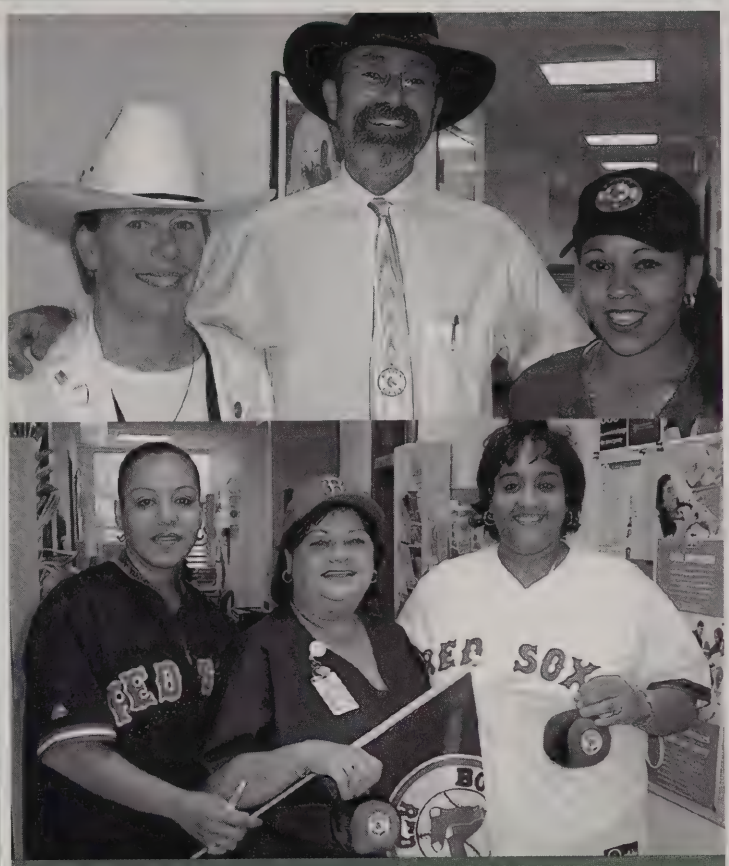
Gill led the team of clinicians and oversaw all medical operations for the national and international delegations – which included athletes, coaches and dignitaries – at the fourth edition of the tournament.

"Women's athletics have gone through a tremendous growth period over the last decade," says Gill. "The Women's World Cup in soccer provided an opportunity for some of the best female athletes in the world to play in one tournament and compete for the title of world champion."

The event featured 56 current and former Women's United Soccer Association (WUSA) players, along with some of the best known women's soccer players in the world. Boston was one of six cities to host the tournament.

"Women now are competing at a level that is on par with their male counterparts – from elementary schools to the professional ranks," says Gill. "They experience, however, very strong forces against their muscles and joints, which can result in a higher incidence of some injuries. The challenge for the field of sports medicine is to continue to improve not only its surgical and rehabilitative techniques, but to develop innovative preventive medicine practices as well."





Red Sox fever spread through the halls of the MGH Chelsea HealthCare Center Oct. 8 – the first day of the Red Sox versus the Yankees series. Employees reported to work decked out in Red Sox paraphernalia and cowboy hats to show their support. Top, from left, Laurie O'Leary, NP, Thomas Sterne, MD, medical director, and Millie Bonilla, managed care coordinator, all from Adult Medicine. Bottom, from left, Rosa Mojica, a Bulfinch Temp medical assistant, Evelyn Carromero, medical assistant, and Rosemarie Santiago, lead secretary, all from Pediatrics.

– *Feeling blue about the flu?*

(Continued from Page 1)

The Centers for Disease Control recommend that all adults 50 years of age or older regardless of health status receive a vaccination, in addition to those in risk groups for flu complications. "Many employees are in this age range and should receive a vaccination for their own protection," says Zoomis.

MGH employees and volunteers and Partners employees who participate in the vaccination program should bring their photo ID and wear clothing that easily rolls up to the top of the arm. ●

Below is a schedule of times and locations for the flu vaccination program.

- **Oct. 20 through 24, from 7 am to 5 pm – WACC Lobby**
- **Oct. 25 and 26, from 7 am to 5 pm – Main Corridor**
- **Nov. 4 and 12, from 9 am to 1 pm – CNY Building 149**

While October and November are the best months to be vaccinated, flu vaccine also is available by appointment throughout the winter from Occupational Health. For more information, call (617) 726-2217.

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MGH HOTLINE

WHAT'S HAPPENING

Senior HealthWISE seminar
The MGH Senior HealthWISE program will offer "Supplement Savvy at Any Age" Oct. 21, from 11 am to noon in the Walcott Conference Room. Robyn Rapoza, RN, of Beacon Hill Best Health, will discuss dietary supplements. For more information, call (617) 724-6756.

Infection Control Week
The MGH Infection Control Unit will host an awareness fair in observance of Infection Control Week. Information tables will be set up Oct. 21 through 23, from 11:30 am to 1:30 pm in the East Garden Dining Room.

Memorial service for Thomas Fitzpatrick, MD
The MGH Dermatology Service will hold a memorial service for Thomas B. Fitzpatrick, MD, former chief of Dermatology. The service will take place Oct. 21 at 8 am in the Shriners Hospital Auditorium. All are invited to attend.

Blessing of the Hands ceremony
In celebration of Pastoral Care Week, MGH Chaplaincy will be offering a "Blessing of the Hands" ceremony Oct. 22, from 6:30 to 8 am, 11:30 am to 1 pm and 3 to 5 pm, in the MGH Chapel. All patients, families, staff, visitors and volunteers are welcome to join this ceremony. For more information, call (617) 724-5305 or (617) 724-0520.

Domestic Violence Awareness month
In recognition of Domestic Violence Awareness month, MGH Police and Security will host "Helping Men Father After Renouncing Violence" Oct. 23, from noon to 1 pm in the Walcott Conference Rooms. Juan Carlos Arean, a consultant for the Family Violence Prevention Fund, will be the guest speaker.

Nursing career coaching
The MGH will launch a nursing career coaching program with an information session Oct. 27, from 11:30 am to 12:30 pm in Walcott 3. The coaching program will provide information about career paths in the nursing field and will include details about schools, scholarships, financial aid and other resources. The nursing career coaching program is a collaboration between MGH Nursing and the Training and Workforce Development Office. For more information, call (617) 726-2230.

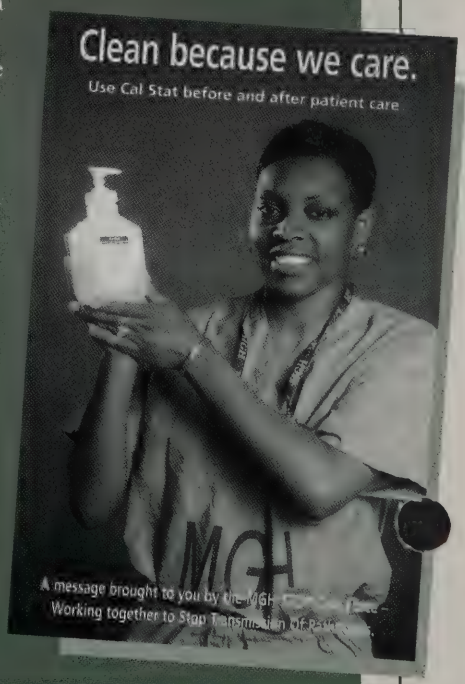
Fall 2003 Professional Development series
Partners Human Resources now is offering the fall 2003 schedule for the Professional Development series. This series will include training sessions designed for managers and supervisors, as well as coursework open to all staff. Topics include improving communications and writing skills, time and project management, and more. Training sessions are available from November through January and will be held at various Partners' locations. To view the fall schedule, visit *http://is.partners.org/hr/training/pds/pds.html*. Employees now can register through PeopleSoft by visiting *https://ibridge.partners.org/getAccess*. For more information, contact Calla Pearce at (617) 726-8966 or send e-mail to *Training@partners.org*.

Public forum about hearing
The Massachusetts Eye and Ear Infirmary (MEEI) will hold its third annual public forum about hearing and hearing loss Nov. 1, from 9 am to 12:30 pm, on the third floor of MEEI. Mark Tramo, MD, PhD, of MGH Neurology, will be one of the featured speakers. For more information or to register, call (617) 573-3265 or visit *www.meei.harvard.edu*.

Models of cleanliness

Several MGHers took the time to double as "models" for the hospitalwide campaign sponsored by the STOP (Stop Transmission Of Pathogens) task force – formerly known as the Hand Hygiene task force. These employees can be seen in the posters featuring the slogan "Clean because we care." The posters were distributed throughout the hospital last week.

The goal of the STOP task force is to reduce the incidence of nosocomial – or hospital-acquired – infections by preventing the transmission of organisms on the hands of health care workers.



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Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

October 24, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers still can put themselves in the way – the United Way

The 2003 MGH United Way campaign soon will be coming to a close, but MGHers still have time to help make a difference in someone's life by making a donation. All MGHers who make a donation to the campaign also are automatically entered into a weekly raffle drawing.

The goal of this year's campaign is $260,000, which is a 6.5 percent increase from last year's goal. So far, the campaign has raised more than $112,000.

MGHers are encouraged to make their donation through the on-line printable pledge card available at *http://is.partners.org/hr/affiliates/mgh/United_Way/UWPLEDGE_2003.pdf*. An e-mail version of the pledge card also is available at *http://is.partners.org/hr/affiliates/mgh/United_Way/UWPLEDGE_2003.doc*.

MGHers will continue to receive information about the campaign's progress and raffle information and winner notification through broadcast e-mail messages. Employees who do not have e-mail received pledge cards mailed to their home addresses. Pledge cards may be dropped into any of the United Way boxes located throughout the hospital. Donations will continue to be accepted through the remainder of the year.

For more information, visit the MGH United Way campaign web site at *http://is.partners.org/hr/affiliates/mgh/United_Way/MGH_United_Way_Campaign_Homepage.htm*.

Lynda Kazue, Charles and Ju Hyun put themselves in the way. By supporting the United Way, Lynda Stuart, PhD; Kazue Takahashi, PhD; Byhalnes Bloom, and Ju Hyun Cho, PhD, of the MGH Laboratory of Developmental Immunology have helped families who face homelessness.

PACE progress: Contact center makes a difference

Patricia Parrelli has been an MGH employee for 25 years – 20 of those years in her current department, Pediatric Surgery. As a part-time secretary in the outpatient practice, she juggles many tasks – fielding hundreds of calls from patients, scheduling surgeries, helping patients check in for their appointments – to name just a few. Her job became a little easier in September when her practice became one of four beta sites of the Patient Administrative Cycle Enhancements (PACE) project.

As part of the beta rollout of the PACE model, the four sites began working with the PACE centralized contact center – called the Registration and Referral Center (RRC). RRC staff help practice staff, such as Parrelli, by handling transferred patient calls to verify insurance and demographic information, as well as processing referrals in advance of patients' visits. The goal of the RRC is to reduce the workload of practice staff and ensure that accurate patient information is available for billing.

"I think PACE and the RRC are great," says Parrelli, who recently was recognized for having one of the highest RRC call transfer rates. "We especially have seen the success in the number of referrals that have been made through the RRC."

With these four PACE beta sites — Pediatric Surgery, the Orthopædic Hand Clinic, Cardiac Unit Associates and several sections of Internal Medical Associates – the RRC staff processed a weekly average of 2,000 patient registrations and 600 referrals, with 97 percent of the calls taken within 16 seconds.

Each practice has an "express phone" conveniently located so that patients on site can contact the RRC directly with any registration or referral issues. Practice staff members also have speed dial capabilities to the RRC for easy access.

The RRC recently made a major transition when the group of 26 employees moved from Ruth Sleeper Hall to a new location at 1 Cabot Road in Medford. According to Paul Nealey, director of the RRC, because the new building was previously occupied by another call center, few renovations or changes needed to be made.

"The transition went very smoothly when we moved," he says. "We had a few minor issues, but nothing that couldn't be resolved.

(Continued on Page 2)

The new location of the RRC in Medford.

– PACE progress

(Continued from Page 1)

The information technology staff did a wonderful job in making sure that the practice staff for the four beta sites did not experience difficulties in transferring patient calls to our staff at the new location."

Twelve more outpatient practices recently began the implementation process – which includes extensive planning and training – for the PACE model, and six to seven more practices will begin the process each month. The goal is to have all practices using the PACE model by July 2004.

For more information about the PACE project, send e-mail to *paceproject@partners.org*. ●

MGH recognizes National Disability Mentoring Day

Mentoring is an activity that many MGH employees participate in when an opportunity arises. A group of MGHers recently had such an opportunity when the MGH Community Benefits School Partnership Program and MGH Human Resources hosted National Disability Mentoring Day Oct. 15. This nationally designated day gives people with disabilities the opportunity to gain firsthand exposure to career options available to them in a variety of industries.

The mentees – who ranged from students to adults – were referred to the MGH from outside agencies such as Partners for Youth with Disabilities and East Boston High School. They spent an hour and a half with their mentors learning and experiencing some of the day-to-day functions of the MGH.

MGH mentors included Beverly Cunningham, Katherine Farrell, Nancy Folding, Steven Gardner, MD, Mary McAdams, RN, Kathy Ouellette, Cliff Seeto, Nancy Siegel, Selena Smith and Carmen Vega-Barachowitz, MS, CCC-SLP.

The day included a panel discussion and forum "Health Care Careers and Recruitment" moderated by Oswald Mondejar, disabilities coordinator and Human Resources manager for the MGH. The keynote speaker was Gardner and the panel consisted of Colleen Moran, of MGH Human Resources, Cunningham and Vega-Barachowitz. ●

From left, Mondejar, mentee Sarah MacIsaac and Michelle Dillist of MGH Human Resources.

ADVANCES

Gene essential to puberty identified

By studying patients who fail to undergo puberty, MGH researchers and collaborators from Britain have identified a gene that appears to be a key regulator of puberty in humans and in mice. In the Oct. 23 *New England Journal of Medicine*, the scientists describe how mutations in the gene for a protein called GPR54 prevent both humans and mice from undergoing normal sexual maturation. This could lead to applications such as new infertility treatments or contraceptive options.

"We may have found a key genetic gatekeeper of puberty in mice and men," says William Crowley Jr., MD, chief of the MGH Reproductive Endocrine Unit, and co-senior author.

The MGH effort – led by Stephanie Seminara, MD, of the Reproductive Endocrine Unit – began as a search for genes that cause a disorder in which puberty does not occur at the usual age. Normal puberty begins when the hypothalamus, a structure deep within the brain, begins to secrete gonadotropin-releasing hormone (GnRH). Patients with this particular disorder (called IHH) fail to experience normal puberty but can be treated with therapies including subcutaneous injections of GnRH at levels that mimic normal pulsations of the hormone from the hypothalamus, an approach pioneered by Crowley's group at the MGH more than 20 years ago.

Seminara and her colleagues identified a family from Saudi Arabia in which many individuals of both sexes failed to undergo puberty. Analysis of blood samples from this family first linked the disorder to an area on chromosome 19 and finally showed that the gene that codes for GPR54 was mutated in the affected family members. Blood samples from unrelated patients with IHH revealed another individual who had different mutations in the same gene.

About the time that the MGH team was further exploring the biology of GPR54, Seminara was contacted by researchers from the UK company Paradigm Therapeutics. They had already genetically engineered a group of mice in which the genes for proteins of then-unknown function had been inactivated. "They told us that they had a strain of 'knockout' mice that appeared to have IHH. The human version of the mouse gene that they had just knocked out was known to reside in our linked region on chromosome 19," says Seminara. "I knew it had to be the same gene that we had just identified."

The researchers note that GPR54 is probably only one of a series of genes required for normal puberty. Other MGH co-authors are James Acierno, Jenna Shagoury, Kristine Schwinof, Susan Slaugenhaupt, PhD, and James Gusella, PhD.

MGH physicians changing the face of medicine

Susan Briggs, MD, MPH, of MGH Surgery, and Denise L. Faustman, MD, director of the MGH Immunobiology Laboratory, are being highlighted as two of the physicians in the National Institute of Medicine exhibit "Changing the Face of Medicine: Celebrating America's Women Physicians." The exhibit, which honors the lives and achievements of women in medicine, will be at the Library of Medicine in Washington for two years and then will travel throughout the country. Briggs was chosen to be part of the exhibit for her humanitarian and disaster work as the director of the International Surgical Response Team (IMSuRT), and Faustman is highlighted for her discovery of a new molecular biology approach for tissue and organ transplantation. The exhibit is meant to show how women physicians have excelled in diverse medical careers and to encourage females to enter the fields of science and medicine. For more information about the exhibit, visit *www.nlm.nih.gov/changingthefaceofmedicine*.

Briggs helps with evacuation efforts after the 1988 earthquake in Armenia.

Strategic planning spotlight: Optimal Use of Campus Capacity Task Force

Since the MGH embarked on an intensive strategic planning effort several months ago to determine the future direction of its clinical programs, members of seven task forces have been meeting, planning and preparing to make preliminary recommendations to the Strategic Planning Steering Committee. Hotline is highlighting the work of some of these task forces.

The charge of the Optimal Use of Campus Capacity Task Force is best described in the task force's name – to ensure the best and most efficient use of the hospital's capacity to care for patients.

Chaired by Andrew Warshaw, MD, MGH surgeon-in-chief, and Rick Bringhurst, MD, senior vice president for Medical Services for the MGH and the Massachusetts General Physicians Organization, the task force will be developing recommendations for further reducing patient length of stay (LOS) and other improvements in clinical operations focused on the efficient use of campus resources.

"Our main goal is to evaluate how we can take better care of more patients within the physical and personnel constraints of the institution," says Warshaw. "We now often exceed the optimal level of activity for efficient patient care. This phenomenon impedes the access of patients to [illegible] services. For example, long waiting times for diagnostic tests are one cause of delayed discharges from the hospital, which in turn sets up a chain reaction that slows the entire flow of patients throughout their hospital experience, right back to new admissions through the emergency department. If a patient cannot be discharged in a timely manner, others may be backed up in the operating rooms and post-operative recovery units. When there are excessive waits for bed placement, the Emergency Department fills to capacity and potential new patients must be diverted to other hospitals. We must find more efficient ways to move patients safely through the chain of care."

In addition to analyzing patient flow, task force members will seek to maximize the utilization of beds in intensive care units, minimize patient transfers between general care units and reduce the need for boarding patients away from their principal service units.

Four subgroups of the task force have been formed, focusing on LOS reduction, bed demand and patient inflow, management of existing capacity, and creation of new capacity. By increasing the effective bed capacity, the task force hopes to enable a continued growth in admissions. They perceive that the hospital needs to develop a flexibility to adapt to future changes in service mix and new technologies while maintaining an "open door" for Emergency Department admissions, patient transfers from other hospitals and elective operations.

"We hope to integrate the work of other hospital committees that have focused on these issues as well," says Warshaw. "We don't want to reinvent the wheel, but rather to capitalize on the extensive work done by groups such as the Clinical Performance Management committees in order to make this a coordinated effort."

Any employee is welcome to submit ideas to the Strategic Planning Steering Committee by visiting *http://is.partners.org/mghstrategicplan* or by sending written ideas through interoffice mail to Bulfinch 240.

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MGH HOTLINE

WHAT'S HAPPENING

Domestic Violence Awareness month

In recognition of Domestic Violence Awareness month, MGH Police and Security will host "Creativity and Healing" Oct. 30, from noon to 1 pm in the Walcott Conference Rooms. HAVEN (Hospitals Helping Abuse and Violence End Now) clients and domestic violence survivors will be the guest speakers. All are welcome to attend.

EAP seminar

The MGH Employee Assistance Program (EAP) will sponsor "Working and Breastfeeding," a seminar for expectant and nursing parents, Nov. 4, from noon to 1 pm in VBK 401. Germaine Lambergs, RN, IBCLC, will address topics including the use of breast pumps and how to maintain the milk supply while working. For more information, call the EAP at (617) 726-6976.

Bowditch Prize nominations deadline extended

The nomination period for the 2003 Nathaniel Bowditch Prize has been extended to Friday, Oct. 31. The $5,000 award will be presented to an MGH employee who has helped improve the quality of care while reducing its cost. Nomination forms are available in the Main Lobby, the Blum Patient and Family Learning Center, the Bigelow 10 nursing office and the MGPO office on Bulfinch 2. All nominations should be submitted by Oct. 31 to Andrew Warshaw, MD, chairman of the Bowditch Prize Selection Committee, White 506. For more information, call (617) 726-8254.

Clinical research program

The MGH Clinical Research Program (CRP) will host two upcoming seminars. "Using the Web-based Partners Research Patient Data Registry to Find Patient Cohorts for Clinical Research Studies" will be offered Oct. 29, from 4 to 5 pm in the O'Keeffe Auditorium. Shawn Murphy, MD, PhD, will describe the data comprising the research patient data registry as well as demonstrate queries and how to register. Both experienced and new investigators will benefit. "HIPAA – What Have We Learned Since April 14, 2003?" will be offered Nov. 5, from 4 to 5 pm in the O'Keeffe Auditorium. Pearl O'Rourke, MD, director of MGH Human Research Affairs, will focus on areas of HIPAA that continue to create confusion. For more information or to register, visit *www.crnet.mgh.harvard.edu* or call the CRP at (617) 726-1669.

Longwood Symphony Orchestra benefit concert

The Longwood Symphony Orchestra, Boston's orchestra of the medical community, will perform a concert benefiting the Boston Health Care for the Homeless Program Nov. 1. The concert will begin at 8 pm at Jordan Hall in Boston. Tickets are $15 for students and seniors, and $25 for all others. For more information or to purchase tickets, call (617) 585-1260 or visit *www.longwoodsymphony.org*.

MGHers walk for a cause close to the heart

More than 300 MGH employees, physicians, researchers, family members and friends participated in the annual American Heart Association's (AHA) Boston Heart Walk Sept. 20 in honor of the late Brian McGovern, MD, an MGH cardiologist, who was tragically killed earlier this year. His reputation drew walkers from many MGH departments, as well as former patients and colleagues. With the help of generous donations and corporate sponsorship, MGHers raised more than $32,000 for the AHA.

MGH research efforts received more than 3 million dollars from the AHA this past year with grants awarded to the Cardiology Division, as well as to the departments of Medicine, Radiology and Dermatology. For more information about the Boston Heart Walk, contact Julie Brennan at (617) 726-8295 or Susan Towler at (617) 726-4939.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

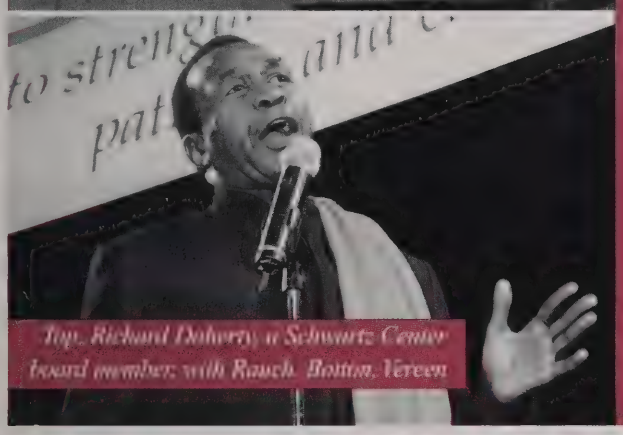
MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

October 31, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



Top, Richard Doherty, a Schwartz Center board member, with Rauch. Bottom, Vereen

An evening of compassion

Once again, the importance of compassionate care was underscored as more than 1,400 supporters and friends of the Kenneth B. Schwartz Center gathered Oct. 23 to attend the eighth annual dinner celebrating the center's ongoing efforts to strengthen the relationship between patients and caregivers.

A highlight of this year's dinner was a special honor given to MGH physician Paula K. Rauch, MD, chief of the Child Psychiatry Consultation Service and director of the Cancer Center Parenting Program at the MGH. Rauch was recognized with the Schwartz Center's annual Compassionate Caregiver Award, which honors a Massachusetts caregiver who displays extraordinary compassion in caring for patients. Rauch was selected for her innovative work with a program she developed to help patients with life-threatening cancer deal with parenting issues.

The much-anticipated entertainment for the evening was a lively performance by actor, singer and dancer Ben Vereen, who sang for the audience and recounted his own experiences with the health care profession during his recovery from a severe car accident.

Kenneth B. Schwartz was a Boston lawyer and health care advocate who devoted his life to making a difference in the Boston community and elsewhere. The Schwartz Center was established by family and friends in his memory after he died of lung cancer in 1995 at age 40.

ADVANCES

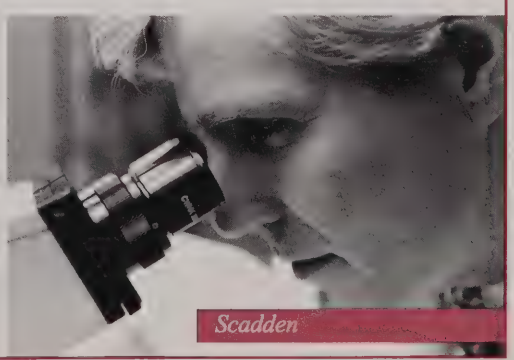
Study finds way to dramatically increase hematopoietic stem cells

Researchers from the MGH Center for Regenerative Medicine and Technology (CRMT) and the Endocrine Unit have found a way to significantly increase production of hematopoietic stem cells in a mouse model. Expanding numbers of these cells, which can develop into any kind of blood cell, could greatly increase how many patients could receive stem cell transplants for certain cancers. The study in the Oct. 23 issue of *Nature* also identifies a treatment strategy that might duplicate this effect in patients, and the researchers are preparing clinical trials for that approach.

"The ability to enhance the number of stem cells an individual produces could have an immediate impact on patient care," says David Scadden, MD, director of CRMT, the paper's senior author. Clinical use of hematopoietic stem cells has always been difficult because they naturally occur in very small numbers and rarely reproduce. Although most research groups seeking ways to expand stem cell populations have tried adding growth factors to bone marrow samples, the MGH researchers focused on the natural environment where stem cells develop, which in adults is the marrow cavity inside long bones. The fact that stem cells are usually found in the outer layer of marrow, adjacent to the inner layer of bone, suggested that osteoblasts – cells that generate new bone tissue to replace old bone and are found in that inner bone region – might have an impact on stem cells.

To investigate that possibility, the researchers first studied a group of transgenic mice with an overly active version of a protein that turns on osteoblasts. They found

(*Continued on Page 3*)



Scadden

MGH patient confidentiality campaign focuses on employee privacy

Since the creation of the Hippocratic oath, protecting the privacy of patients has been an important part of the physician's code of conduct. These days, health information may be available to organizations and individuals who are not subject to medical ethics codes, but may work with health information as part of their job responsibilities. As uses of health information have multiplied, so have regulatory protections. The Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule provided the first federal protection for health information.

This past year, the MGH embarked on a mission to raise the awareness among employees, physicians and contractors about the importance of ensuring health information privacy for all patients. "Medical information is among the most sensitive and personal information collected and shared. Privacy is central to the doctor-patient relationship. We at the MGH are committed to privacy and act in a way that preserves the trust and respect of those whom we serve and with whom we deal," says Eileen Bryan, of the MGH Privacy Office in Health Information Services.

The MGH will recognize National Health Information Management Week, Nov. 2 through 8, with MGH Health Information Services hosting its annual confidentiality awareness campaign. This year's theme is "Caring for patients while respecting their privacy, remembering that employees are patients too."

Information tables will be available in the Main Corridor with tips about protecting privacy, a confidentiality quiz and raffle prizes. Staff from Health Information Services and other departmental representatives will be on hand to help answer questions.

The focus of this year's campaign is to help MGHers understand proper access of an electronic or paper medical record of any physician, nurse, co-worker, friend, or other person with whom an employee has a working or personal relationship. Accessing medical information of any such persons for reasons other than providing clinical care or some other reason based on a "need to know" is a breach of the hospital's confidentiality policies and may result in corrective action.

Accessing records to obtain demographic information – such as an address, telephone number or birthday – is an inappropriate use of the system. In these cases, employees should ask their managers and use proper methods other than the health information system.

"We know it's hard working around confidential information every day and remembering that even if it's a colleague we really care about, we have to forget what we saw and what we heard," says Bryan. "Just like we want our colleagues to get only the best possible care and services – we owe it to each other to give them the same respect and dignity regarding their privacy as our other patients. After all, it's their health, their privacy and their choice."

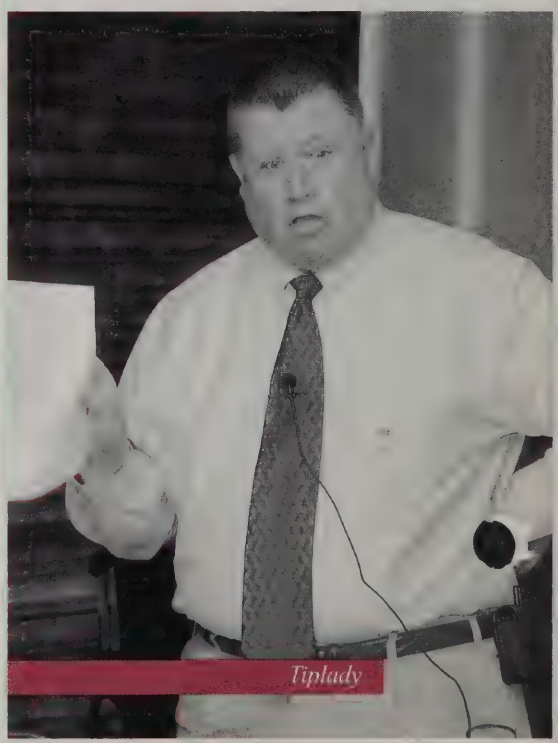
For more information about the HIPAA Privacy Rule or the MGH confidentiality campaign, call (617) 726-6360.

MGH raises awareness about domestic violence

The hospital's Domestic Violence Working Group recognized Domestic Violence Awareness Month in October with a four-part speaker series. The series began with "Stalking in the Workplace" Oct. 9 in the Walcott Conference Rooms. Guest speaker Lt. Jon Tiplady of the Danvers Police Department spoke about why people stalk, traits of a stalker, what constitutes workplace stalking and how victims and coworkers can cope with a stalker. "One of the best things a victim can do is trust their instincts and listen to that gut feeling. If a situation does not feel right, it probably isn't," said Tiplady.

Other Domestic Violence Awareness Month topics included "Domestic Violence in the Gay, Lesbian, Bisexual and Transgender Communities," "Helping Men Father After Renouncing Violence" and "Creativity and Healing."

For more information about domestic violence resources at the MGH, call the Employee Assistance Program at (617) 726-6976, HAVEN (Hospitals Helping Abuse and Violence End Now) at (617) 724-0054, Police and Security at (617) 726-2121, the Emergency Department at (617) 724-4100 or the Chaplaincy Department at (617) 726-2220. All services are confidential. ●



Tiplady

Strategic Planning Spotlight: Clinical Innovation Task Force

Since the MGH embarked on an intensive strategic planning effort to determine the future direction of its clinical programs, members of seven task forces have been meeting, planning and preparing to make recommendations to the Strategic Planning Steering Committee. Hotline is highlighting the work of some of these task forces.

The main goal of the Clinical Innovation Task Force is to ensure that the MGH remains on the cutting edge when it comes to using technology for patient care. This means continuing the hospital's tradition of developing clinical innovations in-house and importing technology from other sites.

"Our task force took a broad view of clinical innovation," says David Rattner, MD, director of the Minimally Invasive Surgery Program for the Center for Integration of Medicine and Innovative Technology (CIMIT), chief of MGH General Surgery and chair of the task force. "We wanted to look at innovation in a different way. We are not focusing just on new devices or drugs, but rather looking at innovative systems that can help organize and support patient care."

According to Rattner, the first task of the committee is to synchronize and coordinate the resources within the hospital that already exist to facilitate clinical innovations. Committees and programs such as the Innovative Diagnostics and Therapeutics Committee, the Institutional Review Board (IRB) and CIMIT all facilitate innovations but may not be linked or streamlined with other key departments.

The committee members have created an inventory of clinical innovations that are under development at the MGH and elsewhere, and have identified barriers to implementing such innovations at the hospital. Based on themes identified in the inventory, three subgroups were formed to focus on the areas of technology, translational research and process of care.

To better harness the research capabilities at the institution, the task force is proposing to establish a Clinical Innovations Council that would issue requests for proposals based on criteria such as co-sponsorship by a laboratory and a clinical site, impact on clinical practice, and ability to obtain future funding. The council also would address issues regarding integration of innovations into clinical environments.

The committee is proposing to invest in technology support systems that include both transactional components to support patient care and database components to support clinical and outcomes reporting, patient safety and reporting to regulatory bodies.

In addition to looking at what innovations are available, task force members also are evaluating the barriers to innovation that exist at the hospital and developing solutions to overcome them. Examples of barriers include significant financial obstacles; cost of malpractice insurance; lack of clinical research training, personnel and space; and reimbursement issues from insurance companies.

The committee is proposing possible solutions to these barriers including considering different cost accounting methodologies to support innovations, developing advocacy efforts to address malpractice costs and reimbursement deficiencies, and creating structures and incentives to provide protected time and training for research efforts.

Any employee is welcome to submit ideas to the Strategic Planning Steering Committee by visiting *http://is.partners.org/mghstrategicplan* or by sending written ideas through interoffice mail to the Strategic Planning Steering Committee, Bulfinch 240. ●

– Study finds way to dramatically increase hematopoietic stem cells

(Continued from Page 1)

that the mice had increased levels of both osteoblasts in their bones and stem cells in their bone marrow, although other marrow cell levels were normal. Because the protein that turns on osteoblasts is a receptor for the bone-building parathyroid hormone (PTH), the researchers investigated whether injections of PTH – an FDA-approved treatment for osteoporosis developed through MGH research – might produce the same stem cell effect seen in the transgenic mice.

After several preliminary experiments with encouraging results, the research team carried out a bone marrow transplant protocol, including marrow destruction and the transfer of only a few stem cells, in mice that had previously received PTH injections and in a control group. Although only 27 percent of the control mice survived for 28 days after transplantation, all of the PTH-treated mice survived, and examination of their marrow confirmed that the donor tissue had proliferated.

"This work opens a new angle from which we can attack the challenges of stem cell transplantation, focusing on the environment to achieve a stem cell effect," says Scadden. Co-first authors of the paper are Laura Calvi, MD, who is now at the University of Rochester Medical School, and Gregor Adams, PhD, of CRMT, Partners AIDS Research Center and the MGH Cancer Center. Other MGH co-authors include Katherine Weibrecht, Douglas Olson, Roderick Martin, Melissa Knight, Ernestina Schipani, MD, PhD, Paola Divieti, Richard Bringhurst, MD, and Henry Kronenberg, MD. ●

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MGH HOTLINE

WHAT'S HAPPENING

Senior HealthWISE seminar
The MGH Senior HealthWISE program will offer "Don't Let Arthritis Get You Down" Nov. 4, from 11 am to noon in the Walcott Conference Room. Mary Ann Hardenbergh, director of Project Healthy Plus, will discuss the causes, treatments and how lifestyle affects arthritis. For more information, call (617) 724-6756.

Pri-Med 2003 conference
The annual Pri-Med conference and exhibition will be held Nov. 7 to 10 at the Hynes Convention Center. Partners hospitals will be featured in booth #1106. For more information or to register, visit *www.pri-med.com*.

CRP seminars
The MGH Clinical Research Program (CRP) will offer "HIPAA – What Have We Learned Since April 14, 2003?" Nov. 5, from 4 to 5 pm in the O'Keeffe Auditorium. Pearl O'Rourke, MD, director of MGH Human Research Affairs, will be the speaker. "How to Write Research Consent Forms that Subjects Understand," will be offered Nov. 13, from noon to 4 pm at 100 Charles River Plaza, second floor. There is a $50 fee for the course, and enrollment is limited to 30. This course is approved for 4.5 contact hours for registered nurses.To register for either seminar, visit *http://crnet.mgh.harvard.edu* or call (617) 726-1669.

Magnet hospital celebration
Peter L. Slavin, MD, president of the MGH, and Jeanette Ives Erickson, RN, senior vice president for Patient Care Services and chief nurse, invite the MGH community to a reception in celebration of the hospital's recent achievement of Magnet Hospital Recognition Nov. 12, from 2:30 to 4:30 pm in the WACC lobby. Remarks will begin at 3:15 pm.

Schizophrenia Education Day
The Schizophrenia Program of MGH Psychiatry will host the first annual Schizophrenia Education Day Nov. 22, from 9 am to noon in the O'Keeffe Auditorium. A continental breakfast will be served at 8:30 am. Discussions will focus on current approaches to treating schizophrenia and state-of-the-art methods in research. For more information, call (617) 912-7862 or send e-mail to *schizophrenia@partners.org*.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

Memorial service

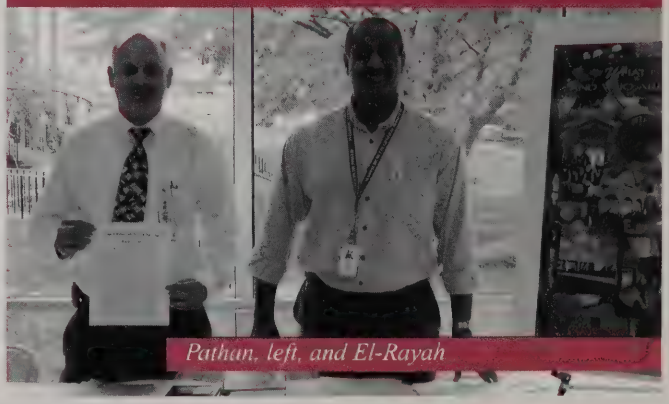
A memorial service will be held for William S. Beck, MD, a former MGH hematology specialist, Nov. 2 at 3 pm at the Memorial Church at Harvard Yard in Cambridge. A reception will follow at the Harvard Faculty Club. All are invited to attend.

Ramadan: Celebrating and educating

The Patient Care Services Diversity Steering Committee organized an information table in the Main Corridor Oct. 23 to help educate the MGH community about the Muslim holy month of Ramadan. Firdosh Pathan, RPh, of the MGH Pharmacy, June McMorrow of MGH Patient Care Services and Khalil El-Rayah of MGH Interpreter Services offered information about Ramadan and the Muslim religion.

During this celebration, which began at sundown Oct. 27, healthy Muslim adults and many children observe fasting from dawn until sunset for 29 or 30 days. At the end of the day the fast is broken with prayer and a meal called iftar. Also during Ramadan, Muslims perform good deeds such as offering more prayers, giving to more charities, improving family relations and helping the poor and the sick. The purpose of the fasting tradition is for Muslims to acquire self-control, discipline, generosity and God-consciousness by eliminating impurities from the body.

During Ramadan, group prayers will take place in the MGH Muslim prayer room on Founders 109. For more information, send e-mail to *fpathan@partners.org* or *salbezreh@partners.org*.



Pathan, left, and El-Rayah

November 7, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Spooktacular happenings at MassGeneral Hospital for Children

Tricks and treats were everywhere last week at MassGeneral Hospital for Children, as the spirit of Halloween descended upon the pediatric units. A Halloween-themed party started the festivities, allowing the children to enjoy goodie baskets as they created spooky Halloween crafts. Later, patients, staff and families braved an eerie haunted house where they encountered mummies, skeletons, bats and a psychic palm reader. On Halloween day, young patients made their annual round of trick-or-treating throughout the hospital, not only gathering heaps of treats but also bringing smiles to other patients and staff. Led by the 'Groovy Girls' – a group of staff members – the pediatric patients disguised themselves as cartoon characters, princesses and their favorite animals and made their way through the hospital to areas such as the MGH General Store and numerous patient floors.

MGH receives award for making commuting less stressful

According to the Environmental Protection Agency, Bostonians spend an average of 67 hours a year sitting in traffic. Because the MGH is committed to making commuting as stress free as possible, the hospital was recognized as one of New England's Best Workplaces for Commuters Oct. 30 at a press conference held by the United States Environmental Protection Agency. The MGH is one of 83 employers throughout New England honored for providing commuting options that are less stressful, save money and help the environment.

The MGH Parking and Commuter Services Office offers a wide range of commuting options for MGH employees that include subsidized T passes, a bike-to-work program, a walk-to-work program, ride sharing, a van pool and several Zip cars. These initiatives are supported by the Partners shuttle bus system that provides transportation throughout Partners.

Bonnie Michelman, director of MGH Police, Security and Outside Services, spoke at the press conference about the successful programs the MGH has implemented. "The MGH is proud to offer our employees programs and benefits to help them get to work more easily, while helping the community to reduce congestion and improve air quality. Being on the first New England Best Workplace for Commuters list is a great sign that we're on the right track," said Michelman. ●

Michelman

Employee benefits open enrollment begins

Open enrollment will be held at the MGH Nov. 3 to 23 for weekly and monthly paid employees. Open enrollment is the one time of year when benefits-eligible employees can enroll, change or add family members to their benefit plan. All additions and/or changes to the benefit plan will be effective Jan. 1, 2004.

Open enrollment packets – which include the MGH open enrollment newsletter, personal benefit summaries and instructions for enrollment – were mailed to employees' homes last week. Employees are encouraged to read the materials describing the changes to the prescription drug plan for 2004. Employees who want to keep their current benefit program and do not participate in a flexible spending account do not need to do anything. Otherwise, they will need to make changes using the enrollment tools.

The preferred method of enrollment is through eBenefits, a component of PeopleSoft Employee Self Service. Employees can access eBenefits by visiting *https://ibridge.partners.org/getaccess*. Employees also can make benefit selections by calling (800) 545-2869 using a touch-tone phone. A Spanish language option also is available by calling the same number. Employees will need to refer to their personal benefit summary when using either option.

For more information about MGH Open Enrollment, visit *http://is.partners.org/hr/affiliates/mgh/MGHOE04/main.htm*, call the Benefits office at (617) 726-8133, send e-mail to *ibenefits@partners.org* or visit one of the Human Resources Offices at White 14, 75 Blossom Court or CNY 149-7. Professional Staff can contact the Professional Staff Benefits Office at (617) 726-9267 or visit Bulfinch 126.

There are several public computer terminal locations for employees to access eBenefits. Four terminals are located at 101 Merrimac St., 5th floor; one terminal is located at 75 Blossom Court; one terminal is located at CNY 149, 7th floor; one terminal is located at the Professional Staff Benefits Office; and four terminals are located at the Employee Access Center on Clinics 1.

MGHers are invited to stop by information sessions – called BeneFairs and QuickStops – to ask questions about various benefit programs. Below is a schedule.

OPEN ENROLLMENT 2004 BENEFAIR AND QUICKSTOP SCHEDULE

Benefair
Date: Nov. 6
Time: Noon to 4 pm
Location: CNY 149

Benefair
Date: Nov. 7
Time: 7 to 9:30 am
Location: East Garden Dining Room

QuickStop
Date: Nov. 7
Time: Noon to 1:30 pm
Location: MGH Chelsea

QuickStop
Date: Nov. 12
Time: 1 to 2:30 pm
Location: Eat Street Café

QuickStop
Date: Nov. 12
Time: 1:30 to 3 pm
Location: Mass General West

QuickStop
Date: Nov. 13
Time: 9:30 to 11 am
Location: Somerville warehouse

QuickStop
Date: Nov. 13
Time: 2 to 3:30 pm
Location: MGH Charlestown

QuickStop
Date: Nov. 14
Time: 9 to 10:30 am
Location: MGH Back Bay

QuickStop
Date: Nov. 15
Time: 1:30 to 3:30 pm
Location: Eat Street Café

Benefair
Date: Nov. 17
Time: 2 to 6 pm
Location: Walcott Conference Rooms

Benefair
Date: Nov. 19
Time: 9 am to 1 pm
Location: CNY 149

QuickStop
Date: Nov. 19
Time: 11:30 am to 1 pm
Location: North End Community Health Center

QuickStop
Date: Nov. 19
Time: Noon to 1:30 pm
Location: MGH Revere

ADVANCES

Opportunity to help parents quit smoking neglected during pediatric visits

Children's outpatient visits offer an excellent opportunity to counsel parents about their own smoking and offer smoking cessation services. U.S. pediatricians and family practitioners, however, are not regularly discussing smoking with parents. These findings, by research teams based at MassGeneral Hospital for Children, are reported in two papers in the November 2003 issue of *Pediatrics*.

"Most physicians treating children are not intervening effectively with parents about smoking, and our research has shown that doing so is both feasible and welcomed by parents," says Jonathan Winickoff, MD, MPH, of the MGH Center for Child and Adolescent Health Policy, lead author of both reports.

In collaboration with Children's Hospital, the research team surveyed parents bringing a child for outpatient care about their smoking status and invited smokers to participate in a free smoking cessation program. A significant majority took advantage of the program's services, including nicotine replacement. A follow-up survey found that up to 20 percent had successfully stopped smoking. All participants said the program should be widely offered.

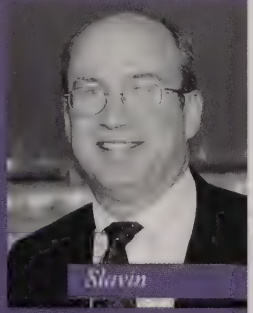
A national telephone survey of parents, however, found that less than half had been asked about smoking by their child's physician. A third of smokers had been advised about the health risks, and only 40 percent had been advised to quit.

"There is a tremendous opportunity for both pediatricians and family practitioners to improve their activities in this area, which could lead to a tremendous benefit to child health," says Winickoff. MGH study coauthors are Valerie Buckley, James Perrin, MD, and Nancy Rigotti, MD.

Slavin moves to the head of the class

Peter L. Slavin, MD, president of the MGH, had a change of duty Oct. 28 when he hung up his stethoscope and turned off his PowerPoint presentation in exchange for a blackboard as he became a high school principal for a day.

Slavin participated in the Principal for a Day program, a citywide event in which business and community leaders spend a day experiencing for themselves the strengths and challenges of the public school system. Slavin was assigned to East Boston High School, which is a partner with the MGH through the ProTech program.



Slavin

During the morning, Slavin met with the school's headmaster, attended classes and visited with students. That afternoon, more than 50 leaders from the Boston area who had participated in the event took part in a roundtable discussion.

"I found the experience quite remarkable," says Slavin. "I met dedicated administrators and incredible teachers who encourage, support and inspire their students. I also had the opportunity to meet with some extraordinary students who are clearly motivated to learn."

Administrative leaders are made – not born

Some of the MGH's – and the country's – top hospital administrative leaders did not stumble across their leadership roles. They honed their skills through the MGH Administrative Fellowship Program, which is one of the most prestigious administrative health care training opportunities in the United States. The program recognized its 30th anniversary with a celebration Oct. 18 at the Fairmont Copley Plaza Hotel.

Administrative fellows past and present

The hospital selects between one and three fellows a year, and a total of 44 fellows have successfully completed the program. The structured two-year program exposes fellows to every aspect of hospital administration – including finance, patient care services, hospital and ambulatory care operations, human resources, patient advocacy, corporate administration, legal services and practice management. The goal of the program is to provide essential management training that contributes to the growth and development of health care professionals.

The evening celebration included a cocktail reception and dinner, a welcome from Maryanne Spicer, director of MGH Compliance and co-director of the program, a photo opportunity for all fellows present at the event and a look back at the past 30 years. Jeff Davis, senior vice president for Human Resources and co-director of the program, was the master of ceremonies. Guest speakers included Thomas Schultz, a health care marketing executive in Alabama and an MGH fellow in 1973; Bill Kent, a senior vice president at the Cincinnati Children's Hospital Medical Center and a fellow from the 1980s; Sally Mason Boemer, vice president of MGH Finance and a fellow from the 1990s; and Andrea Beloff, administrative director of MGH Burns, Plastic Surgery, Trauma and Surgical Critical Care and a 2003 fellow.

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MGH HOTLINE

WHAT'S HAPPENING

CIMIT forum

The Center for Integration of Medicine and Innovative Technology (CIMIT) will offer "Shaping the Future of Medicine" Nov. 12, from 7 to 8:30 pm in the Cahners Theater at the Museum of Science. The discussion will focus on risk factors, new diagnostic technologies and cutting-edge therapies. The program is free and open to the public.

EAP seminar

The MGH Employee Assistance Program (EAP) will sponsor "Successful Singlehood: Expanding Your Social Network" Nov. 13, from noon to 1 pm in the Wellman Conference Room. Henri Menco, LICSW, an EAP consultant, will discuss how to find places to meet new people, how to get over the fear of rejection and how to have more fun. For more information, call the EAP at (617) 726-6976.

Hockey players wanted

The Bruins Alumni organization, Black and Gold Legends, will be playing Team MGH in a hockey game this winter as a benefit for the hospital's United Way campaign. The event will take place Jan. 23 at the Harvard University arena. This fundraiser is a no-check, fun game with the Bruin's alumni. This year's game will be limited to MGH staff and Partners employees working at MGH only. The team will be composed of male and female players of all abilities. For more information about how to join the team, send e-mail to David Read at *dread@partners.org* or call (617) 724-0361.

Ramadan celebration

MGH Patient Care Services, the Diversity Steering Committee, and MGH Chaplaincy, along with MGH Muslim staff, invite the MGH community for an Iftar – a breaking of the fast ceremony during the holy month of Ramadan – Nov. 12, from 5 to 7 pm in the Wellman Conference Room. To make a reservation, send e-mail to Lulu Sanchez at *mghinterpreters@partners.org* or Firdosh Pathan at *fpathan@partners.org*. All Muslim patients, family members, staff and friends are welcome to attend.

CRP seminar series

The MGH Clinical Research Program (CRP) is sponsoring "Genetics in Clinical Research: Points to Consider" Nov. 12, from 11:45 am to 1 pm in the Wellman Conference Room. This talk will review some major issues involved in genetics and genomics research, including the definition of genetic testing and research and consent of family members. Lunch will be provided. For more information, call the CRP reservation line at (617) 726-1669.

Nursing career expo

MGH Patient Care Services and Human Resources will host a Nursing Career Expo Nov. 16, from noon to 4 pm in the North and East Garden Dining Rooms. Learn about staff nurse, clinical nurse specialist, nurse practitioner, patient care associates and surgical technologist opportunities at the MGH. Participants will have the opportunity to attend a one-hour continuing education session, "Assessment and Management of Atrial Fibrillation," from 1 to 2 pm in the Haber Room. Contact hours will be awarded for the session. For more information, send e-mail to *shwelch@partners.org* or call (617) 726-5593.

New infection control policy

The Infection Control Committee recently approved a new policy addressing an important issue. In response to recommendations made by the Centers for Disease Control (CDC) in 2002, an MGH policy has been developed about fingernails for certain clinicians. The policy prohibits artificial and long natural nails for specific health care workers. As noted in the guidelines, health care workers with artificial nails and long natural nails are more likely to have pathogens – organisms capable of transmitting infection – on their fingertips both before and after cleaning their hands. The policy – which underwent review by Human Resources, Patient Care Services and the Infection Control Committee – now is posted on the MGH Infection Control website at *http://phsweb3/icu/*.

It also is included in the Employee Health and Safety Guide that is distributed to all new employees. Implementation of this policy is timely because compliance is expected by January 2004 for the Joint Commission on Accreditation for Healthcare Organizations' (JCAHO) patient safety goal # 7, "Reduce the Risk of Hospital-Acquired Infections." The JCAHO lists compliance to the CDC hand hygiene guidelines as one of the two requirements for achieving this goal. According to David Hooper, MD, chief of the Infection Control Unit, improving hand hygiene practices – an ongoing initiative at the MGH since April 2000 – continues to be an institutional priority. Implementation of this policy is one more component of this initiative and is an important component of quality patient care.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

November 14, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Regeneration of insulin-producing islets may lead to diabetes cure

Cells from an unexpected source – the spleen – appear to develop into insulin-producing pancreatic islet cells in adult animals. This surprising finding from MGH researchers, published in the current issue of *Science*, describes the mechanism behind the same team's 2001 report of a cure for type 1 diabetes in mice.

"We have found that it is possible to rapidly regrow islets from adult precursor cells, something that many thought could not be done," says Denise Faustman, MD, PhD, director of the MGH Immunobiology Laboratory and principal investigator. "By accomplishing effective, robust and durable islet regeneration, this discovery opens up an entirely new approach to diabetes treatment."

In their earlier study, Faustman's team first attempted to retrain the immune system not to attack islet cells. They expected to follow that process with transplants of donor islet cells but were surprised to find that most of the mice began producing normal islets that secreted insulin. The current study showed that the new islets were regenerated from donor spleen cells, which had been administered as part of the immune-system retraining process. They also showed that islets could regrow from precursor cells that remained in the diabetic mice once the autoimmune process was halted.

Faustman

(Continued on Page 2)

Remembering those who are impossible to forget

"Stephen would say to me, 'promise you'll never forget me,' and I never will, nor will the many people who were touched by him." These words were spoken by Carole Trainor about her son, Stephen, who died Feb. 13, 2001 at the young age of 8 after a grueling battle with adrenoleukodystrophy, a rare metabolic disorder.

Trainor was one of several parents who spoke Nov. 2 in the O'Keeffe Auditorium at the annual Comfort and Support After Loss ceremony, sponsored by a team of caregivers from MassGeneral Hospital for Children. The event is meant to bring MGH staff together with parents and family members who have experienced the loss of a child to offer comfort and support to one another. The emotional ceremony included readings by family members, moving words of remembrance from MassGeneral Hospital for Children staff, musical performances by the St. Florence Choir and the Wakefield Repertory Theatre, and a naming ceremony in which parents received a gift of a flower bulb and a pewter heart and then read aloud the names of their children.

"It always seems so futile when we lose a child," said Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics for MassGeneral Hospital for Children. "But our heroes – your heroes – live on, and they serve to inspire and remind us that we must never rest in our quest to find new and better treatments. We are making progress."

The ceremony ended with a video presentation featuring photographs of all the children honored and remembered. A reception was then held in the Wellman Conference Room with catering services donated by J. Pace & Son, Inc.

Top, members of the Comfort and Support After Loss planning committee. Bottom, a parent pins a remembrance photo on a display.

Appreciation for the most precious gift

MGHers realize the need and know how important it is to donate blood and platelets to help MGH patients. For fiscal year 2003, approximately 2,249 donations to the MGH Blood Donor Center came from MGH employees. The MGH Blood Donor Center showed its appreciation to these dedicated employees at the fourth annual Employee Blood Donor Recognition Luncheon Oct. 29. Close to 150 employees were recognized for donating four or more times a year, and 78 were acknowledged for donating blood or platelets five or more times a year.

Christopher Stowell, MD, director of MGH Blood Transfusion Services, recognized two donors with special awards. Sally Morton, RN, of the Burn Unit, received an award for making 12 donations, and Leslie Bailey, of the Massachusetts General Physicians Organization, received an award for making 10 donations.

Bernarda Strauss, MD, of MassGeneral Hospital for Children and a former patient at the MGH, shared her experience with receiving blood and platelets from the Blood Donor Center. After being diagnosed with Hodgkin's lymphoma while in medical school, Strauss estimated that she used more than 20 units of blood and 10 units of platelets. "Most recipients of blood products do not get the chance to say thank you. On behalf of the thousands of patients who have been helped by your donations to the Blood Donor Center, I thank you," said Strauss. "Without the generosity of donors, I would not be here today."

Morton receives award from Stowell

— *Regeneration of insulin-producing islets*

(Continued from Page 1)

David M. Nathan, MD, director of the MGH Diabetes Center, notes: "These exciting findings in a mouse model suggest that patients developing type 1 diabetes could be rescued from further destruction of their insulin-producing cells. In addition, patients with fully established diabetes possibly could have their diabetes reversed." Nathan has developed a protocol to test this approach in patients, but additional grant support is needed before a clinical trial can begin.

Faustman also hopes to investigate whether these discoveries could be applied to other autoimmune diseases, several which are believed to be caused by the same immune system disruption her team originally identified in diabetes.

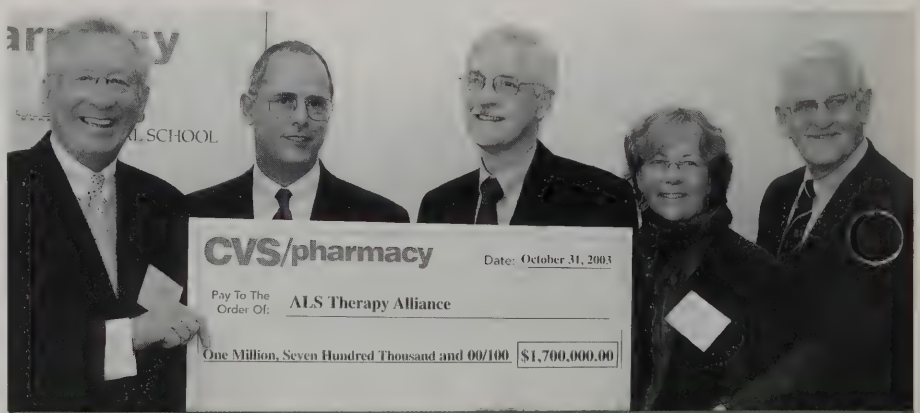
Co-authors of the paper are first author Shohta Kodama, MD, PhD; Willem Kuhtreiber, PhD; Satoshi Fujimura, PhD; and Elizabeth Dale, all of the MGH Immunobiology Laboratory. ●

New ALS research effort supported by CVS donation

A new research initiative to battle against Amyotrophic Lateral Sclerosis (ALS), was announced Oct. 31. At a kickoff event, held at the MassGeneral Institute for Neurodegenerative Disease at CNY Building 114, MGH physician Robert Brown, MD, PhD, who is leading the effort, described how the program will use the latest scientific approaches to develop potential new treatments for the illness, also known as Lou Gehrig's disease.

Brown explained that single-gene defects are responsible for only 10 percent of instances of the devastating neurologic illness.

The new endeavor is made possible by $1.7 million dollars raised by CVS/pharmacy. Speaking at the event, John Roberts – a CVS senior vice president whose wife died from ALS and received care at the MGH – explained how an enthusiastic spirit among store employees led to the company's more than tripling its original fundraising goal. Additional funding for this project also has been provided by the National Institutes of Health, the Angel Fund, Project ALS, the ALS Association and the Muscular Dystrophy Association. ●



From left, Jack Kramer from CVS, Roberts, Brown, Anne Young, MD, chief of MGH Neurology, and Joe Martin, dean of Harvard Medical School

MGH HOTLINE

Strategic Planning Spotlight: Clinical Growth Task Force

Since the MGH embarked on an intensive strategic planning effort to determine the future direction of its clinical programs, members of seven task forces have been meeting, planning and preparing to make recommendations to the Strategic Planning Steering Committee. Hotline is highlighting the work of some of these task forces.

The cornerstone of the MGH's current strategic planning process is determining the future growth of the hospital's clinical services. This critical topic is the focus of the Clinical Growth Task Force, which is chaired by Peter L. Slavin, MD, president of the MGH, and David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization.

The members of this task force have been evaluating the hospital's current position in the marketplace, its financial performance and its inventory of clinical programs. During this process, they also are evaluating potential growth in market share and what resources and capacity requirements would be necessary to achieve the volume and market share targets.

"This task force is taking a hard look at the need and demand for services as a major driver of our decision making," says Slavin. "These decisions, however, should also reflect our commitment to the MGH's mission, providing the highest quality of patient care and continued service to the community."

The members of the task force are developing a strategy to determine what the hospital's optimal "service mix" should be – meaning which services should be offered in what proportions and at what locations. Determining the most effective locations for offering these services also is an important factor. The task force is considering the possibility of offering more routine services such as diagnostic testing, physician visits and routine procedures in off-campus locations such as the MassGeneral West facility. Complex and innovative services should be maintained on-campus.

One of the key planning issues being tackled by the task force is evaluating inpatient services to identify areas for strategic focus. Task force members have found that inpatient volume is growing but is being outpaced by outpatient volume. The challenges the hospital faces in evaluating inpatient growth include differentiating between services that offer the greatest potential growth and development and those that do not; developing interdisciplinary specialty and program definitions to evaluate growth opportunities; and focusing on high-end services and innovative technology for on-campus growth.

Evaluating outpatient services also is a key task of the committee to help the MGH and MGPO benefit from the rapid expansion of such services, as well as help alleviate on-campus capacity constraints and address future financial challenges in a highly competitive environment. So far, the task force has found that to be successful in this area, an ambulatory care strategy must meet market requirements for access, convenience and customer service.

"THIS TASK FORCE IS TAKING A HARD LOOK AT THE NEED AND DEMAND FOR SERVICES AS A MAJOR DRIVER OF OUR DECISION MAKING."

– PETER L. SLAVIN, MD

"The MGH and the MGPO need to develop a balanced strategy for inpatient and outpatient services. Outpatient services are becoming a more important part of our overall margin and are projected to continue to grow over the next decade." says Torchiana. "We are fortunate to be one of only a few organizations that have managed to navigate this difficult environment and remain financially stable. During the next five years, we can expect the external environment to continue to challenge us, and we again have to make some difficult and complex decisions to remain in this advantageous position."

Any employee is welcome to submit ideas to the Strategic Planning Steering Committee by visiting *http://is.partners.org/mghstrategicplan* or by sending written ideas through interoffice mail to the Strategic Planning Steering Committee, Bulfinch 240. ●

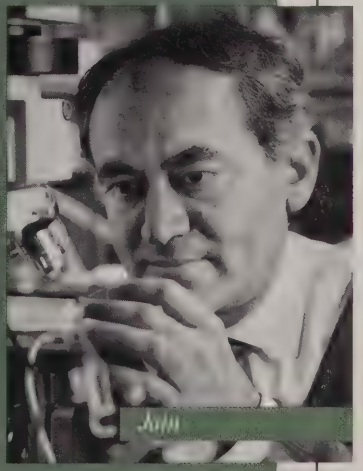
MGHer selected for Institute of Medicine

Rakesh K. Jain, PhD, director of the Edwin L. Steele Laboratory of Tumor Biology in the MGH Department of Radiation Oncology, recently was named as one of the 65 new members of the Institute of Medicine (IOM) of the National Academy of Sciences.

"It is a great pleasure to welcome these distinguished and influential individuals to the Institute of Medicine," says Harvey V. Fineberg, president of the IOM. "Members are elected through a highly selective process that recognizes those who have made major contributions to the advancement of medical sciences, health care and public health. Election is considered one of the highest honors in the fields of medicine and health."

Jain was elected for his contributions to tumor pathophysiology. Using molecular, cellular, anatomical and functional imaging, Jain has elucidated the inner workings of malignant tumors and proposed new strategies for improved cancer treatment.

"I am honored and grateful to the many mentors, colleagues and students with whom I have had the good fortune to work with over the past 25 years," says Jain.



Jain

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MGH HOTLINE

WHAT'S HAPPENING

Activation drill
The MGH will be participating in an activation drill Nov. 21, from 8 to 11 am in the Emergency Department (ED). The Radiation Safety Emergency Response Team (RSERT) will respond to the mock incident in the ED. Mock victims, some on stretchers, will be visible on the White ramp. This drill is to prepare for an emergency response to radioactive materials. For more information, call Julia Gabaldon at (617) 726-0312.

Lung Cancer Awareness Day
The MGH Cancer Center will host Lung Cancer Awareness Day Nov. 17, from 10 am to 2 pm in the Main Corridor. Information about early detection, prevention and treatment for lung cancer will be available. For more information, call (617) 724-9432.

Great American Smokeout
The MGH Quit Smoking Service and the "Pack It In" program at the MGH health centers will host an information table in recognition of the Great American Smokeout Nov. 20, from 9 am to 2 pm in the Main Lobby. All smokers are encouraged to try not to smoke for 24 hours. Information about MGH tobacco treatment services will be available. For more information, call (617) 726-7443 or visit *www.mghquitsmoking.org.*

Senior HealthWISE seminar
The MGH Senior HealthWISE program will offer, "What the MGH Retail Shops Have to Offer the Community" Nov. 18, from 11 am to noon in the Walcott Conference Room. For more information, call (617) 724-6756.

Thanksgiving interfaith service
The MGH Chaplaincy Department will celebrate an interfaith service in recognition of the Thanksgiving Day holiday Nov. 24, from 12:15 to 12:45 pm in the MGH Chapel on Ellison 1. There will be readings from various faith traditions as well as communal reflections. All are welcome. For more information, call (617) 726-2220.

CNY blood drive
MGH employees working at CNY are invited to participate in a blood drive Nov. 19, from 8:30 am to 2 pm. The MGH Bloodmobile will be located at CNY Building 149. New donors are welcome. For more information or to make an appointment to donate, call Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org.*

Backup Child Care Center Vacation Club Camp
Reservations for the Backup Child Care Center's Winter School-Age Vacation Club Camp will be taken by phone Nov. 17, starting at 8 am. The camp will be held Dec. 21 to 26 and Dec. 29 to Jan 2, 7:30 am to 6 pm. The program is offered to employees' children from age 6 (completed kindergarten) to 12. Camp costs $220 per child per four-day week. Part-time slots are available at $60 per child per day. Payment is due in full Dec. 5 by 5 pm. For more information or to make a reservation, contact the center at (617) 724-7100.

2004 call for abstracts
Abstracts may be submitted for the 2004 Research Symposium and Poster Session being held in conjunction with the MGH Scientific Advisory Committee (SAC) Feb. 4. All abstracts will be juried with 78 chosen for the SAC poster session, and 10 of the abstracts will receive up to $750 for travel expenses to a scientific meeting. For more information, visit *http://mghra.partners.org/04posterinfo.htm.* The submission deadline for abstracts is Nov. 26.

MGH Basketball League
The MGH Basketball League is looking for members to join the fall/spring league starting Dec. 1. The league is open to both men and women who are MGH or Partners employees. For more information, send e-mail to Larry Washington at *LLWashington@partners.org* or Mike Manning at *mike@basketballcity.com.*

More than 500 people participated in the third annual Women's Wellness Fair held under the Bulfinch Tent in October. Many of those in attendance were MGH employees who browsed among the 21 booths offering women's health and wellness information about a variety of topics including infertility, menopause, eating well, exercise and cancer prevention. From left, Vincent Reproductive Medicine and IVF staff Dawn Clark, Catherine Holley, RN, and Liz Botehlo.

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Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

November 21, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

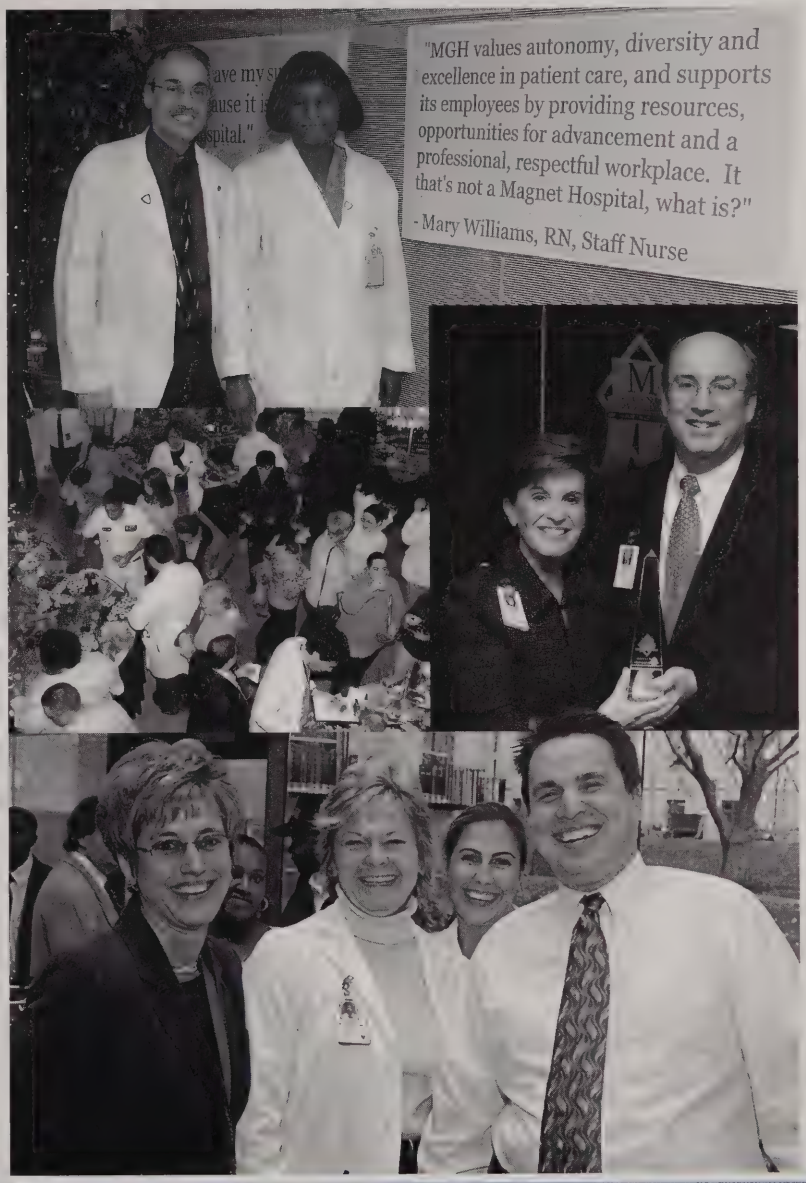
Honoring excellence: MGHers gather to celebrate Magnet recognition

The WACC Lobby was transformed into a place of festive celebration Nov. 12 as MGHers gathered to mark a milestone accomplishment for the hospital – Magnet recognition. It was Sept. 8 when the MGH learned the news – the hospital had been awarded the highest honor for nursing excellence. Since that time, the MGH community has been commemorating this achievement in various forums, culminating in this grand reception that featured heartfelt congratulations extended by Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse; Peter L. Slavin, MD, president of the MGH; David Torchiana, MD, chairman and CEO of the Massachusetts General Physicians Organization; and James J. Mongan, MD, president and CEO of Partners HealthCare.

"This truly was a remarkable achievement when the MGH became the state's first and only Magnet hospital," said Slavin. "We are so proud that the MGH has received this exceptional recognition."

The Magnet Recognition Program was developed by the American Nurses Association, based upon more than 20 years of research, to recognize health care organizations that provide the best in nursing care and to uphold the tradition of excellence in professional nursing practice.

While presenting the crystal Magnet obelisk to the MGH community, Ives Erickson said: "This is not just a symbol. It is recognition for the hard work and dedication by everyone at this institution to provide high-quality, safe care to our patients and their families. This isn't recognition for our nurses alone. It truly is about the 14,000 employees and staff who come here every day, working hard as a team to provide exceptional care."


"MGH values autonomy, diversity and excellence in patient care, and supports its employees by providing resources, opportunities for advancement and a professional, respectful workplace. It that's not a Magnet Hospital, what is?"
- Mary Williams, RN, Staff Nurse

Leadership meeting highlights preparedness and other hospital activities

In a leadership meeting held Nov. 17, MGH supervisors, managers and department heads were briefed on a variety of hospital-related topics – including preparations to respond to possible incidences of smallpox, SARS and other emerging infectious diseases, the DRG Assurance Program, the budget and a construction update.

Stephen Calderwood, MD, chief of MGH Infection Diseases, led a discussion about the preparations the hospital is taking in response to the possible re-emergence of SARS and the potential threat of smallpox. Calderwood offered information about proper procedures for handling suspected SARS cases in the Emergency Department and training clinicians how to recognize SARS. He also discussed the hospital's ongoing program to vaccinate against smallpox a sufficient number of staff members to ensure adequate protection for those who might be called upon to care for a patient with the disease.

Elizabeth Mort, MD, associate chief medical officer and director of the Decision Support Unit, presented an update about the hospital's participation in the DRG Assurance Program. This

(Continued on Page 3)

An outstanding leader

Kurt Isselbacher, MD, has been a leader at the MGH for more than 45 years. The MGH auditorium at CNY recently was named in his honor at a special celebration following a scientific symposium that featured guest speakers Joe Goldstein, MD, Robert Weinberg, MD, Jean Wilson, MD, Rene Bernards, MD, and Dan Podolsky, MD.

Isselbacher served as chief of the MGH Gastroenterology Unit for more than 30 years before taking on leadership of the MGH Cancer Center in 1987. The clinical and scientific activities of the Cancer Center grew dramatically under his leadership, making it one of the most successful units at the MGH.

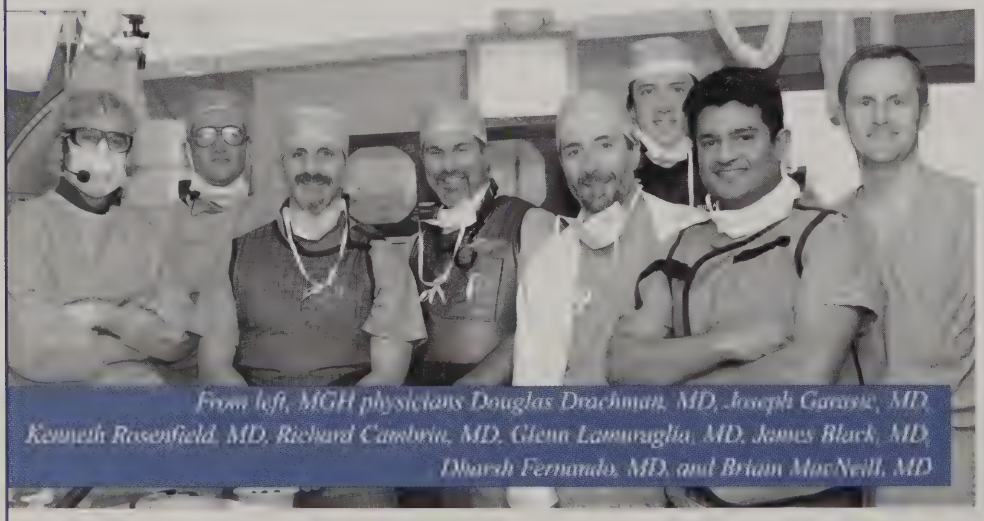
Isselbacher, left, receives a plaque from Daniel Haber, MD, PhD.

VIVA Las Vegas: MGH physicians lead innovative conference

MGH Cardiovascular Medicine and Vascular Surgery physicians recently played a leading role in a new and innovative continuing medical education course that allowed 600 clinicians from around the world to learn about the latest treatments in vascular disease.

Held in October in Las Vegas, the sold-out, four-day course, entitled Vascular InterVentional Advances (VIVA), established itself as a leading national education course for peripheral vascular interventions by utilizing a state-of-the-art conference format.

According to Kenneth Rosenfield, MD – director of MGH Cardiac and Vascular Invasive Services for MGH Cardiology, who is a co-founder of the course and on the board of directors for VIVA – the goal of the course was to take a different approach to educating physicians about the latest cutting-edge techniques and devices used to treat vascular disease, based on interactive computer and simulation-based learning.



From left, MGH physicians Douglas Drachman, MD, Joseph Garasic, MD, Kenneth Rosenfield, MD, Richard Cambria, MD, Glenn Lamuraglia, MD, James Black, MD, Dharsh Fernando, MD, and Brian MacNeill, MD

Several components of the course distinguished it from other continuing medical education formats. For example, the course was modeled after the MGH Vascular Center, in that the three major specialties involved with treating vascular disease – cardiovascular medicine, vascular surgery and vascular radiology – were equally represented on the faculty. In addition, course attendees were provided laptop computers to allow them complete access to the course curriculum, interaction with the faculty through an on-location intranet site and instant messaging capabilities.

Another key aspect of the course was the use of five medical simulators on-site to allow participants to practice advanced vascular procedures on computerized mannequins in a simulated catheterization lab environment.

In addition, the MGH was one of three sites that performed live vascular interventional procedures, which were broadcast in "real time" to the conference. Rosenfield, along with Richard Cambria, MD, chief of Vascular and Endovascular Surgery and a select member of the VIVA faculty, led the MGH efforts.

"This conference represents a completely novel approach to teaching physicians, not only because of the multidisciplinary involvement, but also because of the innovative use of computers, an on-site intranet and medical simulation," says Rosenfield. "We feel proud to have had the MGH play a major role in this inaugural event."

Cambria adds, "This was a great opportunity for the MGH to demonstrate, through a live broadcast, our multidisciplinary collaboration as part of the MGH Vascular Center. We received outstanding feedback from the participants in Las Vegas." ●

PARTNERS HEALTHCARE

Partners HealthCare will present the 2003 Partners in Excellence awards to MGH employees in a special award ceremony Dec. 5 at 4 pm in the WACC Lobby. Nearly 2,000 MGH employees, representing both individuals and MGH and Partners team members, will receive this honor for their outstanding contributions to Partners in FY'03. The recipients were selected by a committee from a record number of submitted nominations.

Congratulations to the following indiviudals and teams for their exemplary contributions to Partners:

MGH Individuals

Suhny Abbara
Sarah Abernathy-Oo
Patrick Achibiri
Susan Aguiar
Megan Aleadi
Jean Alexis
Jonathan Alpert
Jose Angel
Oscar Araujo
Karen Arey
Robert Aube
Leslie Bailey
James Barone
Carol A. Bates
Edward Belmar
Marianne Beninato
Elizabeth Benjamin
Susan Berglund
Barbara Bernis
Mary Bertucio
Joan Blue
Priscilla Boisvert
[illegible] Bolden
[illegible]yn Bonander
Carmen Botta
Rosina (Kitty) Bowman
Stephen M. Boylan
Joan Braccio
Sherry Brec
Carol Breed
Robert Brooks
Sharon Brothers
David Brown
Lisa Brugnoli-Semeta
Paul Buonopane
Celia Burgos
Larry Burke
Nancy Burke
Sharon Burke
Jennie Burrell
Rebecca Cadima
Silvana Calanna
Leila Carbunari
Juan Cardona
Susan Carroll
Noemi Chavez
Susan Collette
Jeffrey Collins
Hector Colon
Claire Conlan
Amy Conley
Alasdair Conn
Nancy Connery
Michelle Connolly
Jason Corbett
Edna Cosme
Lisa Couto
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Antónieta Da Veiga
Bethany Daily
Maureen Daley
Stephanie Davis
Kristen Dean
Roberto Dejesus
Andrea Delaney
Susan Dellasandro
Kim Deltano
William Delvalle
Ruth Dempsey
Marian Dolbeare
Norma Dominguez
Meghan Dougherty
Diane Doyle
Winifred Drayton
Teague Dyer
Jennifer Ellis Cahill
Clarence Evans
Julie Farino
Katherine Farrell
Shawn Farrell
Michael Fernald
Daniel Fisher
Theresa Leddy Fitzgerald
John T. Foley
Lauren Forsythe
Agnes Froio
Christa Gambon
Thomas Garafano
Diane Gardner
Jennifer Garrick
Bert Gay
Karen Gebbie
Tewfik Ghattas
Michael Gillespie
Gina Gillis
Irene Giorgetti
Bonnell Glass
Lisa Glass
Ernesto Gonzalez
Philip Graceffa
Dan Greco
Ronald Greene
Sandy Greene
Patricia Guerriero
Christina Gulliver
Natascha Gundersen
Maureen Hallett
Nancy Hanafin
Kathleen Hansis
Karen Harty
Kathleen Healey
Tina Hennessey
John Herman
Sandra Hession
Gloria Hicken
Candace Hill
Stacey Houghton
Jane Hubbard
Maryfran Hughes
Sherwood Hughes
Elizabeth Immen
Cynthia Jalbert
Ann Jampel
Katherine Jewell
Elizabeth Johnson
Mildred Johnson
Terrell Johnson
Louis Jordan
David Judge
Edward Keefe
Edward Kielty
Janet Kimbrough
Eileen Kirk
Aimee Klein
George Lambert
Laureston Layne
Dolores Lazzarino
Karen Leary
Carine LeBlanc
Marie Leblanc
Rachel Lefebvre
Virginia (Ginny) Leonard
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Darryn Brodie
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Kathryn A Brush
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Maureen Daley
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Sue Don
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Michael Galivan
Kelly Gallivan
Maggie Gardner
Dennis Gaudet
Edna Gavin
Colene Geier
Karen Gendron
Nancy Giese
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Kara Henry
Marion Henry
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Laurie Lynch
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Mike Marley
Lauren Marrone
Noreen McCarthy
Suzanne McCarthy
Richard McDonald
Sonia McNally
Lisa McNeil
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Orange-Marie Miller
Dawn Moore
Julie Moore
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Nancy Moser
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Paul Nicolosi
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Karen Pelletier Mitchell
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Dana Perry
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Shante West
Brenda Whelan
Joanne Wholer
Sten Willander
Mary Williams
Jennifer Wilson
Michael Wilson
Missy Wilson
Maria Winne
Jo-Ann Yargeau

RN Staff on White 9

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Veronica Anglin
Shahrzad Bakhshalizadeh
Rabih Ballouk
Lisa Bouvier
Margaret Campbell
Rhianna Casale
Jill Cosimini
Kristen Desrosiers
Tracy Faherty
Sarah Guyette
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Susan Ricci
Katia Romano
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Bonnie Slayter
Maura Standring
Teodora Stankova
Denyce Stanton
Cecilia Valena
Lin Wu
Deborah Zapolski

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Frank Bellistri
Wilks Lindy

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Theodore Benzer
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Mark Blais
Evelyn Bonander
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Ann Daniels
Matthew Fishman
Katherine Flaherty
Gregory Fricchione
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Patricia Mian
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Lawrence Park
Firdosh Pathan
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Wanda Velazquez
Susan Berglund
Susan Horan
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Nicole Saulnier

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Virginia Balordi
Carlene Brown
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Jennifer Cello
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Zakia Chenanne Elirisi
Valeriya Chuba
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Sandra Kempton
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Jayne McDonald
Laura Neves
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Theresa Outerbridge
Ethel Pinckney
Jennifer Raymond
Breege Riley
Gracelyn Roberts
Margaret Robinson
Maureen Sanders
Helen Taylor
Theresa Titcomb
Paul Treen
Karla Valentin

The Clinical Faculty of the Speech Language and Literacy Clinic

Lesley Maxwell
Gail Gedachian
Sharyn Goralnick
Charles Haynes
Pam Hook
Jennifer Mackey
Maura Tourian
Ann Waters
Sharon Weiss-Kapp

The Main OR Team

Bethany Daily
Barbara Drowne
Maureen Hemingway
Patricia Miller
Kate Robertson
Joanne Walsh
Angela Altobell
Sharon Brothers
Matthew Cardoso
Ruth Chu
Ingrid Crichlow
Karin Dean
Scott Farren
Joanne Ferguson
Christine Fitzgerald
Charles Freeman
Alan Goostray
Kathleen Gottbrecht
Susan Haneffant
Eric Hoffman
Donna Jenkins
Margie Kilfoyle
Carlene Krey
Marie LeBlanc
Laurie Lynch
Bessie Manley
Suzanne McCarthy
Kerry McDonough
Sally Millar
Patricia Miller
Joanne Monahan
Kathleen O'Neil
Patricia Owens
Thomas Philippakis
Janet Quigley
George Reardon
Tanya Robbins
Eddy Rospide
Catherine Secatore
Erin Sullivan
Dawn Tenney
Edward Todd
Joy Turcotte
Elaine Vanostrand
Jane Wardrobe
Carla Welsh
Katy Zanetti

The SDSU Team

Janet Quigley
Joyce Alexander
Farah Andre
Carmen Atkinson
Kathy Bowse
Ruth Bryan
Carol Card
Andrea Cellini
Rosa Chiaravalloti
Paul Craigie
Jenny Crampe
George Davis
Shirley Deloach
Pytoise Despagne
Jennifer Dutra
Terry Faldetta
Gregory Gallico
Stephanie Gallico
Amanda Garry
Cheryl Gomes
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Brian Griffin
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Kathy Jackson
Melissa Jean-Bart
Argiro Katsabiris
Elizabeth Kelley
Mary Jane Komich
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Shonda Lewis
Patricia Livingstone
Margaret Marley
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Diane Scott
Kenneth Shepperd
Alice Sickey
Dee Stanton
Eddie Sturgis
Sandra Taylor
Jeannette Valverde
Phil Violette
Michelle Wall
Staycie Wallace
Ellen Walsh
Jane Wardrobe
Bernie Warren
Pam Wrigley

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Cecile Hannon
Ellen Harrigan
Ana Ruth Higbee-Barzola
Jane Vera Wardrobe

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Penny (Marie) Webster-Delqizzo
Antonia Clark
Luz Colon
Catherine Haker
Amira Hamzic
Nancy Harkness
Demaris Kenny-Beaumont
Denisia Maldonado
Kelly McGrath
Kathy McLaughlin
Nancy Moser
Kathleen Surette
Elaine Van Nostrand

Vascular Sheath Removal

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Patricia Buradagunta
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Cheryl Codner
Ingrid Crichlow
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Colleen Gonzalez
Sioban Haldeman
Katherine Hurley
Rebecca Johnston
Jennifer Mahoney
Christine McKinnon
Patricia Murphy
Gregory Nuzzo-Meuller
Jennifer O'Neil
Jackie Somerville
Susan Wood

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Maureen McCarthy
Jennifer Barmash
Lisa Du Breuil
Irina Gromov
Donna Janas
Susanne Lee
Maureen McGlame
Jeanne McKeon
Jeffrey Mello
Jessica Plocher
Estee Sharon
Jessica Stebbings
James Tobin
Andrea Weathers
Sanchez-Samper Ximena

White 6: Orthopaedics - Oral Maxillofacial Surgical Unit

Micheline Fils
Kathleen Myers
Mahin Abazari
Cecille Alve
Claribell Amaya
Ana Andrade
Auzenda Andrade
Wendylee Baer
Cynthia Ballen
Maria Barbosa
Rachel Bereiweriso
Kathryn Best
Nancy Breen
Daphne Burgess
Joan Butterton
Shanna Christina
Marie Coleman
Eddy Colin
Massiel Cordero
Diana Darby
Deolinda Depina
Louanne Desroches
Annette Detarias
Marime Dickson
Christie Dinan
Kerri Dixon
Diane Doherty
Jacqueline Doyle
Susan Duffy
Nancy Dyer
Christine Emma
Joanne Empoliti
Mayra Garcia
Gail Gelep
Cheryl Gerniglia
Allison Goddard
Pamela Godfrey
Maria Gomes
Susan Harkins-Cooney
Leonard Kaban
Gwendolyn Lakes
Katherine Lawlor
Barbara Levin
Maryann Mantville
Amy McCarthy
Florrie McCarthy
Nancy McDermott
Rani McLeod
Roseanne McNamara
Ivonny Niles
Marie Noseworthy
Michelle O'Brien
Kerin O'Grady
Myrlande Paul
Kimberly Perry
Marie Polynice
Josie Prentice
Olympia Price
Jean Rappoli
Daniel Richardson
Christian Rouleau
Christine Ruel
Genevie Salvacion
Tonya Sampsel
Joan Sasso-Callan
Kathleen Saylor
Emily Shanahan
Jean St. Paul
Jean Stewart
Maria Troulis
Ghislaine Vatelia
Monika Walker
Margaret Yoho

Work Group to Revise the Ellison 9 Flowsheet

Nancy Caruso
Sharon Sullivan
Edward Ciesielski
Laura Naismith
Jeanne Elliot Savoy
Gail Scalese

Youth Zone

Bill Demars
Sarah Hall
Charo LaFratta
Rita Owens

MGH employees represented on Partners Network Teams

Cardiac Surgery Implementation Team

Arvind Agnihotri
Cary Akins
Carolyn Anderson
Jerene Bitondo
Lisa Carr
Meg Clapp
Willard Daggett
Debra Doroni
Jeannette Ives Erickson
Joanne Ferguson
Theresa Gallivan
Trish Gibbons
Kevin Grace
Cathy Griffin
Alan Hilgenberg
Barbara Hill
Mary Lavieri
Karen Lynch
Thomas MacGillivray
Joren Madsen
Bob McDonough
Mimi O'Donnell
Audrey O'Keefe
Gerry Pellegrini
Donna Perry
Ann Prestipino
Tanya Robbins
Arvind Shah
Susan Stengrevics
Scott Streckenbash
Dawn Tenney
David Torchiana
Gus Vlahakes
Jennifer Walker

Cardiology Ultrasound

Michael Picard
Jennifer Kallio
Jane E. Marshall
Susan Towler
Sally Zamejtis-Brown

HIPAA Operating Team

Eileen Bryan
Sally Millar
Pearl O'Rourke

HIPAA Privacy Steering Committee

Gerald Foster
Sally Millar
Jeff Weilberg

MGH/NWH Medical Residency Integration Committee

Stephen Calderwood
Bill Allen
Pat Atkins
Hasan Bazari
G. William Dec
Lawrence Friedman
Michael Gillespie
Sherwood Hughes
Sekar Kathiresan
Britain Nicholson
Martin Spera
Debra Weinstein

Partners "Hand-off" Committee

Alice Chaput
John Foster

Partners in Discovery Volunteers

Susan Berglund
Maria Nedwideck

Payer Strategy Team

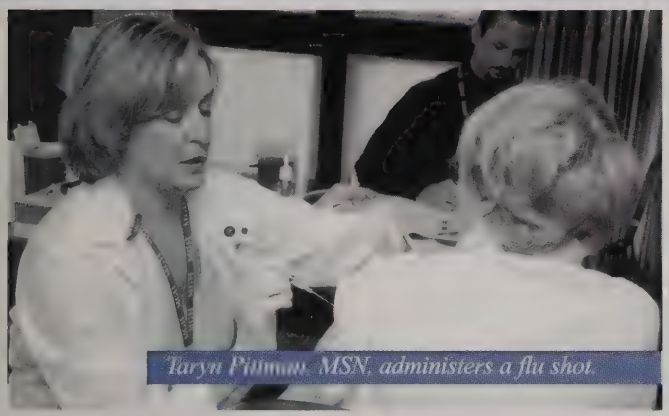
Nan Jones

RCG Scotland

Giles Boland
Denise Palumbo
Ben Asfaw
Ronald Doncaster
Kathy Ouellette
Anar Pathak

Total Joint Replacement

Janet Dorrwachter
Andrew Freiberg
Taryn Pittman
Karla Pollick
Harry E. Rubash



Taryn Pittman, MSN, administers a flu shot.

A little pinch protects

Flu season has arrived, and the MGH Senior HealthWISE Program coordinated five free community flu clinics Oct. 28 to 30 and Nov. 5 and 7 to help local seniors stay healthy this flu season.

With assistance from the MGH Department of Nursing and MGH Institute of Health Professions student nurses, Senior HealthWISE administered approximately 200 flu vaccines. Residents of senior housing facilities Beacon House, The Blackstone and Amy Lowell House were able to receive the vaccine in their buildings.

Flu clinics also were held at the Hill House Fire Station on Beacon Hill and the Boston Synagogue in the West End. These two clinics were open to all community seniors and were offered in collaboration with Beacon Hill Village.

For additional information about MGH Senior HealthWISE programs, call (617) 724-6756. ●

— Leadership meeting

(Continued from Page 1)

initiative is designed to ensure that a patient's medical information is completely and accurately documented in the medical record so that the hospital can code appropriately and be reimbursed at the proper level.

Peter L. Slavin, MD, president of the MGH, concluded the meeting with an update on several hospital activities, including the financial performance in the first month of the FY '04 fiscal year, which was well ahead of budget. In addition, Slavin reported that the current phase of the hospital's strategic planning initiative is set to wrap up early next year. He also noted that construction for the Yawkey Center for Outpatient Care is "going well" and should be finished on schedule in the fall 2004.

Finally, Slavin briefed MGHers about a number of recent awards and recognitions, including Magnet recognition *(See article on Page 1),* accreditation from the JCAHO and the first History Makers Award for health care the MGH recently received from the Boston History Collaborative. ●

Department of Surgery employees receive STAR treatment

Employees from the MGH Department of Surgery gathered Nov. 14 in the Sweet Conference Room to acknowledge the recipients of the STAR (Surgery Tribute And Recognition) program award. The goal of the STAR program, which began in October 2002, is to recognize non-physician employees and teams of employees in the Department of Surgery for their outstanding work, commitment and contribution to the MGH's mission of excellence.

The individual recipients were Mary Ellen Maguire, Katie Young, Rona Cavallaro, Sharon Burke, Jerrell Williams, Dixierell Rodriguez, Iraida Gonzalez, Arthur Foubert, Pearlie Traylor, Elizabeth Gilroy and Arline Whyel. In addition, Michelle Picard, RN, Janice Mckinnon-Heavey, RN, Barbara Fee, ANP, Pat Olsen, Nancy Sceery, Colleen Fritz and Lisa O'Connor were recognized for their teamwork in the Nutritional Support Unit. Each recipient received a certificate, a small gift and a STAR t-shirt.

Speakers Debra Doroni, administrative director for the Department of Surgery, and Ann Prestipino, senior vice president for MGH Surgery, Anesthesia and Cardiac Program, applauded the efforts of the recipients. Doroni also read a letter from Andrew Warshaw, MD, MGH surgeon-in-chief, congratulating and thanking the STAR recipients for the work they do.

Nominations for the 2004 STAR program are welcomed from anyone who has experienced excellent service or outstanding work from a Department of Surgery employee. To obtain a STAR nomination form, send e-mail to Maria Couto, at *mcouto@partners.org* or call (617) 724-1857.

STAR recipients

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MGH HOTLINE

WHAT'S HAPPENING

Symposium on membrane biology
The MGH Program in Membrane Biology will present its third annual symposium Nov. 24, from 9 am to 5 pm, in the first floor conference room at CNY, Building 149. Speakers from the MGH, BWH, Tufts and Harvard Medical School will present. For more information, call Dennis Brown at (617) 726-5665.

Backup Child Care Center Vacation Club Camp
Reservations for the Backup Child Care Center's Winter School-Age Vacation Club Camp will be taken by phone Nov. 17, starting at 8 am. Payment is due in full Nov. 28 by 5 pm. The camp will be Dec. 21 to 26 and Dec. 29 to Jan 2, 7:30 am to 6 pm. For more information or to make a reservation, contact the center at (617) 724-7100.

Holiday resource table
The Employee Assistance Program (EAP) will offer a holiday resource table Dec. 4, from 11 am to 1 pm at the main entrance of the Eat Street Café. Information about how to deal with the stress of the holiday season will be provided. The information table also will be available at CNY, Building 149 Dec. 10, from noon to 2 pm in the atrium corridor. For more information, call the EAP at (617) 726-6976.

CRP seminar
The MGH Clinical Research Program and Partners Research Administration are sponsoring "Who Tells the IRB What to Do? The Effects of Regulations, Guidance and Case Law" Dec. 10, from 4 to 5 pm in the O'Keeffe Auditorium. This presentation will include a brief description of the relevant laws followed by a discussion of how the interpretation and implementation of these laws have changed since HIPAA was enacted and changes in the conditions of grant awards. To register, visit *http://crnet.mgh.harvard.edu* or call the CRP at (617) 726-1669.

PCS holiday celebration
The MGH Patient Care Services (PCS) Diversity Committee will host its annual holiday celebration Dec. 11 in the Main Corridor. Information about winter celebrations around the world will be on display as well as a table for the traditional holiday giving for the families of HAVEN (Hospitals Helping Abuse and Violence End Now). For more information, send e-mail to Beverly Cunningham at *bcunningham2@partners.org.*

Longwood Symphony Orchestra benefit concert
The Longwood Symphony Orchestra, Boston's orchestra of the medical community, will perform a concert benefiting Hospitality Homes Dec. 6. The concert will begin at 8 pm at Jordan Hall in Boston. Tickets are $15 for students and seniors, and $25 for all others. For more information or to purchase tickets, call (617) 585-1260 or visit *www.longwoodsymphony.org/season.html.*

Hotline publication schedule

The *MGH Hotline* will not be published next week. *Hotline's* regular schedule will resume Dec. 5. To submit story ideas, call (617) 726-2206, fax (617) 726-7475 or send e-mail to *Hotline@partners.org.*

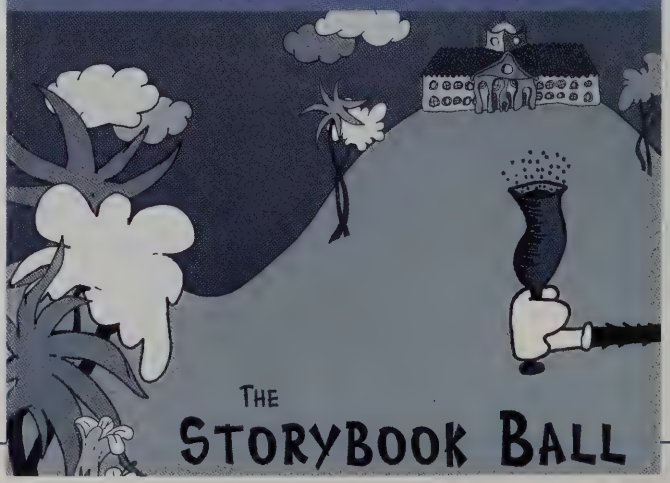
Oh, the places you'll go

Dr. Seuss' Cat in the Hat was the theme for the fourth annual Storybook Ball fundraiser, held Oct. 25 in two large tents on the Boston Common.

More than 600 people attended the gala event, which featured live and silent auctions, dinner, dancing to the sounds of the Eric Ashley Orchestra of New York and comedic entertainment from hometown celebrities Denis Leary and Lenny Clark.

Proceeds from the event will support Mass General Hospital for Children's Pediatric Epilepsy Service and the LADDERS program, a service that treats children with a spectrum of neurocognitive problems ranging from mild learning disabilities to severe autism.

In total, the Storybook Ball raised more than $1 million.



Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or
Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

December 5, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

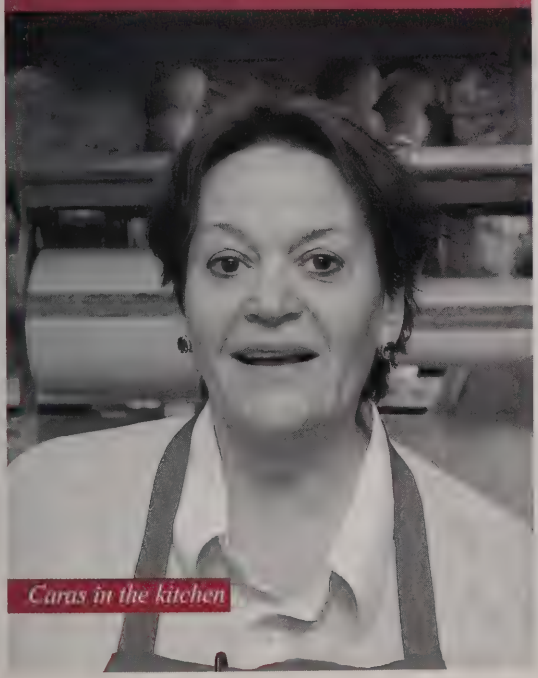
MGH helps feed families for Thanksgiving

The Breast Cancer Team from the Gillette Center for Women's Cancers at the MGH helped make Thanksgiving a reality for breast cancer patients who, due to illness or treatment, were unable to afford, shop for and prepare their family feast.

With generous donations from the Dr. Mary Jo Nugent Foundation at the MGH and Deluca's Market on Charles Street in Boston, nine families received a complete Thanksgiving dinner for six, including a roasted turkey with apple chestnut stuffing, giblet gravy and all the traditional trimmings. Deluca's chef – the highly acclaimed Rebecca Caras, who once owned Rebecca's restaurant in Boston – prepared the meals.

Ultimately, it was a team effort that made this special donation possible for the patients and their families. Several nurses and social workers helped identify patients who would benefit the most. Catherine Carlo, MSW, a social worker in the Cancer Center, led the effort in finding the donors.

(Continued on Page 2)



Caras in the kitchen

Save the Dates! MGH/CNY Holiday Parties

MGH employees and volunteers are invited to celebrate the upcoming **holiday season** with refreshments, music and holiday cheer during **the MGH Holiday Parties,** hosted by Peter L. Slavin, MD, president of the MGH. **All are welcome!**

Tuesday, December 9th

Main campus – day
WACC Lobby
from 2:30 to 3:30 pm

Main campus – evening
Main Lobby by Coffee Central
10 pm to midnight

Wednesday, December 10th

Charlestown Navy Yard
Building 149 Atrium
12:30 to 2 pm

The MGH General Store also will be holding its annual **Holiday Sale** on the following dates:

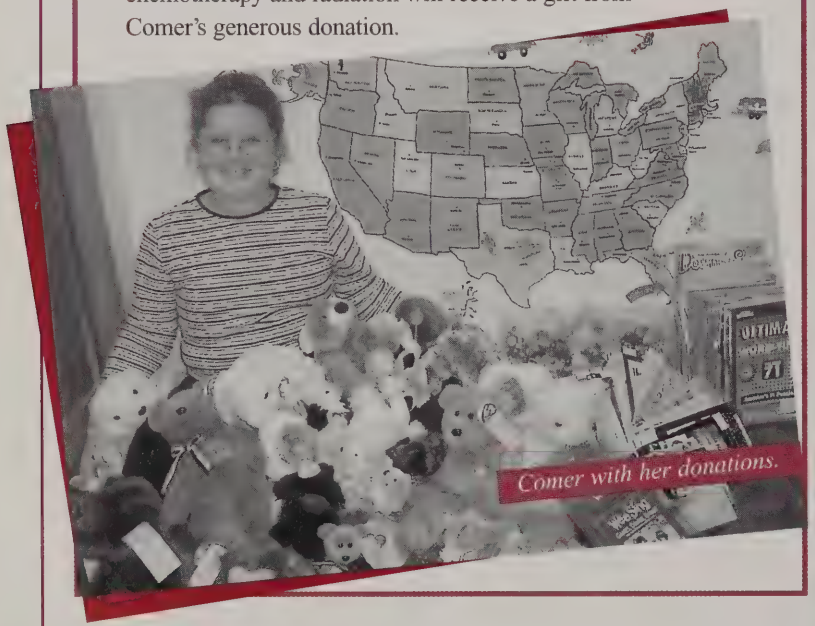
December 6, 2003 from 6 to 9 pm
December 9, 2003 from 10 pm to 12:30 am
December 11, 2003 **ALL DAY!** (8:30 am to 7:30 pm)

A young patient remembers the heart of giving

Evelyn Malkin, LICSW, of MGH Social Services, received a letter this past summer from Carina Comer, a former patient of MassGeneral Hospital for Children, that touched her heart. Comer, who is 11 years old and received radiation treatments at the MGH in 2000, wrote that she wanted to send some gifts to current patients. "I know how it feels to be sad and then receive gifts to make you put a smile on your face," wrote Comer.

A few months later, Malkin received three boxes packed full of toys from Comer, who raised $400 through a bake sale and tag sale. The boxes contained stuffed animals, Beanie Babies, children's books, books on tape, coloring books, crayons and glitter. Each gift contained a homemade tag with the message, "Hoping this brings smiles and joyful laughs to your heart to help you get well. Love, your MGH friend."

Throughout the holiday season pediatric patients undergoing chemotherapy and radiation will receive a gift from Comer's generous donation.



Comer with her donations.

— MGH helps feed families

(Continued from Page 1)

"We are thankful for the honor of knowing and being with our patients and their families throughout their cancer journey. At Thanksgiving, we wanted to do something special to brighten up life a little for them. The holidays can be such a difficult time for patients," says Carlo. "Not only was this a positive experience for them, but also it was a holiday morale boost for doctors, nurses and social workers to be able to offer something festive for their patients. Many of the staff thanked me, with tears in their eyes, for organizing this." ●

MGH domestic violence advocates honored

Advocates from the hospital's HAVEN (Hospitals Helping Abuse and Violence End Now) program were honored Nov. 6 by Partners HealthCare and their MGH colleagues for their efforts to improve the health of survivors of domestic violence. The HAVEN program is one of three hospital-based domestic violence advocacy programs funded through the MGH and Partners Community Benefit Programs. Marisol Coreas, Alexandra Detjens, Sandra Elien, Donna Kausek, Patti Rosell and Niza Troncoso were among 19 advocates honored for their work on behalf of MGH patients and employees at the main campus and at the MGH Chelsea, Revere and Charlestown health centers.

Guest speaker Rev. Gloria White-Hammond, MD – a pediatrician at South End Community Health Center and co-pastor of Bethel AME Church in Boston – provided a moving tribute to the advocates and spoke of their significant contributions toward saving lives and advocating for women and children affected by domestic violence.

Above, Rev. White-Hammond, far left, with MGH staff and the honored HAVEN advocates.

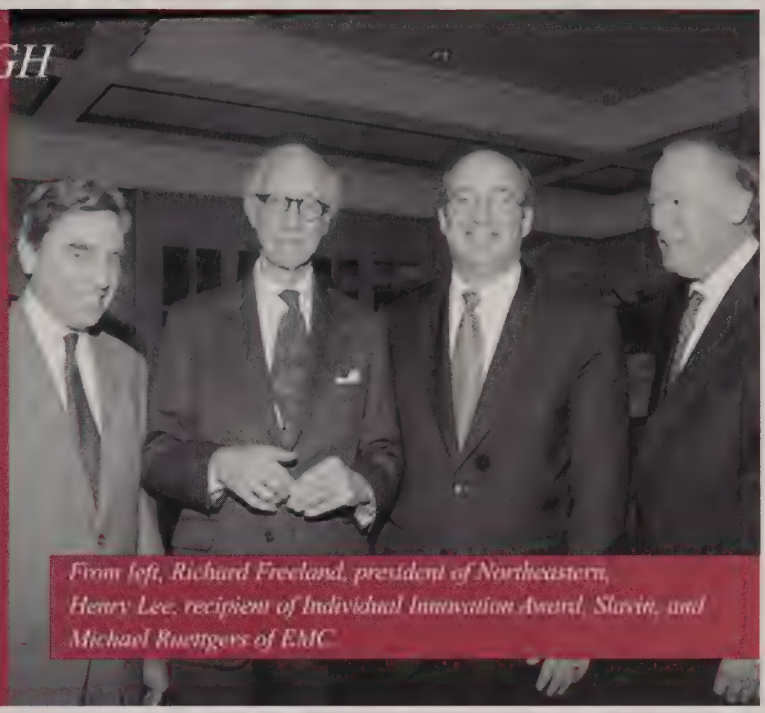
MGH HOTLINE

History is alive and well at the MGH

Making medical milestones has long been a tradition at the MGH. Most recently, the hospital was recognized by an outside organization for its role in the history of the health care world. Peter L. Slavin, MD, president of the MGH, accepted the History Maker Award for Health Care Innovation on behalf of the MGH at a special ceremony held Nov. 12 at the Four Seasons Hotel in Boston.

The award was given by the Boston History Collaborative to recognize institutions, companies and individuals who have helped shape history in Boston and throughout the world.

This is the third year these awards have been presented, and this was the first time an award was given for innovation in health care. The MGH received the award for being the site of the first public demonstration of ether as an anesthetic in 1846 and for the way in which that specific innovation affected the course of medicine. Fellow awardees were Northeastern University and the EMC Corporation.



From left, Richard Freeland, president of Northeastern, Henry Lee, recipient of Individual Innovation Award, Slavin, and Michael Ruettgers of EMC

Continuing a legacy: Juan M. Taveras Visiting Fellow named

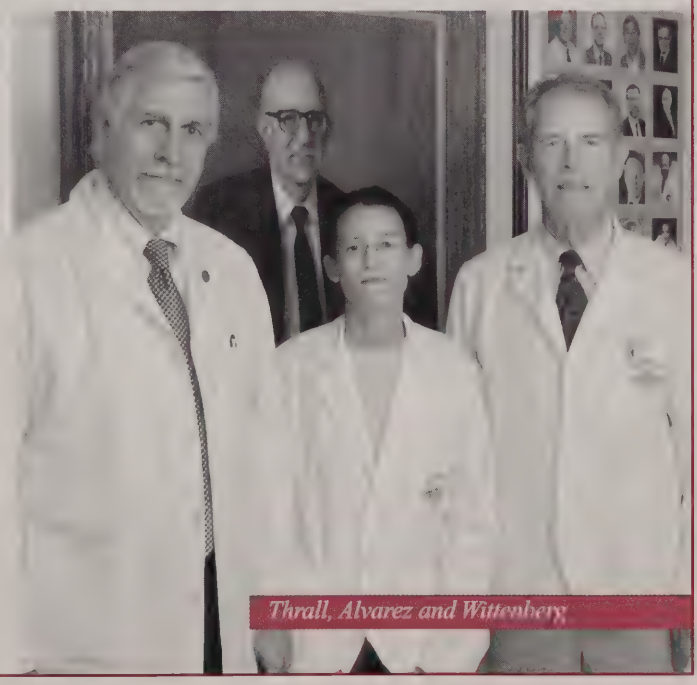
James Thrall, MD, chief of MGH Radiology, and his colleagues recently welcomed Rosa Alvarez, MD, as the first Juan M. Taveras Visiting Fellow at the MGH. The fellowship program was named in honor of the late Juan M. Taveras, MD, who was the former chair of MGH Radiology.

Alvarez recently completed a three-year residency in radiology at the Centro de Diagnostico, Medicina Avanzada y Telemedicina (CEDIMAT) in Santa Domingo, Dominican Republic. As a visiting fellow, she is in the fourth-year residential program at the MGH, specializing in musculoskeletal radiology, where she is refining her diagnostic skills and learning new interventional techniques that are not yet available in the Dominican Republic.

Under the supervision of Jack Wittenberg, MD, director of Graduate Radiology Education, Alvarez also is contributing to the newly established Teleradiology Distance Education Program. Each day, patient histories and images from two anonymous cases are sent, giving the residents at CEDIMAT an opportunity for both self-education and self-assessment of their diagnostic skills.

A native of the Dominican Republic, Taveras had a long-held dream to support medical care in Latin America, especially in his own country. Upon his retirement from the MGH, he set up the Juan M. Taveras Foundation for the Advancement of Radiology in Latin America and, with its support, founded CEDIMAT to bring world-class radiological care to the people of the Dominican Republic, regardless of their ability to pay. The fundraising activities of the foundation provide resources for more than 25 percent of impoverished patients cared for by CEDIMAT.

Taveras maintained a close relationship with the MGH and established annual visits for MGH radiologists to CEDIMAT advising on technologic and diagnostic updates and supervising the introduction of new interventional procedures. Members of the CEDIMAT staff also come to the MGH to learn about administrative methodology and new patient care protocols, including the most recent advances in interventional procedures. After Taveras died two years ago, MGH Radiology created the Juan M. Taveras Visiting Fellowship to support the work of an outstanding graduating resident who hails from the Dominican Republic. ●



Thrall, Alvarez and Wittenberg

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MGH HOTLINE

WHAT'S HAPPENING

Senior HealthWISE seminar

The MGH Senior HealthWISE program will offer "Healthy Cooking for One on a Budget" Dec. 9, from 11 am to noon in the Walcott Conference Room. Dana Brennan, RD, LD, of MGH Nutrition Services, will share easy meal ideas, the 12 foods needed in a healthy diet and tips for nutritious grocery shopping on a budget. For more information, call (617) 724-6756.

CRP seminar

The Clinical Research Program (CRP) and the MGH Safety Office are sponsoring hazardous material training for clinical research personnel Dec. 10, from noon to 1:30 pm in the Wellman Conference Room. This class is valid for both initial and biannual training. Registration is required. To register, visit *http://crnet.mgh.harvard.edu* or call (617) 726-1669. For information about other hazmat classes, call Kim Boleza at (617) 724-4579.

Acromegaly Patient Day

The MGH Neuroendocrine Clinical Center will host Acromegaly Patient Day Dec. 15, from 9 am to 4 pm at the Holiday Inn. Breakfast and lunch will be provided. Registration is required. To register, call Susan Roy at (617) 724-3772 or send e-mail to *smroy@partners.org*.

Ethics forum

The MGH Ethics Task Force will sponsor "Sperm Retrieval from the Patient Who Cannot Speak on His Own Behalf: Legal and Ethical Considerations" Dec. 12, from noon to 1 pm in the MGH Sweet Conference Room on the fourth floor of the Gray Building. Pablo Gomery, MD, of MGH Urology; Carolyn Wood, JD, of Partners Office of the General Counsel; and David Steinberg, MD, chair of the Ethics Committee at Lahey Clinic, will be the guest speakers. Participants are welcome to bring their lunch. For more information, send e-mail to *erobinson1@partners.org*.

Spanish for Health Care

Registration for the winter session of the MGH Spanish for Health Care course will take place Dec. 11 and 12, from 11:30 to 2 pm outside the East Garden Dining Room. Beginner 2 through Intermediate 2 classes will be offered. Classes meet either Tuesday or Thursday evenings Jan. 13 through March 18, 2004. An intermediate class will meet at MGH Chelsea on Wednesday evenings. Classes are limited to 22 people. The 10-week session is $50, and payment by check or money order is due at registration. For more information, send e-mail to *MGHtraining@partners.org* or call Natalia Cepeda at (617) 426-4868 ext. 201.

Nursing career program

The MGH Nursing Career Coaching Program will host "Financing Your Nursing Education" Dec. 10, from 11 am to noon in the Haber Conference Room. A representative from the Higher Education Information Center in Boston will provide an overview of the financial aid process. For more information, call (617) 724-2295 or (617) 726-2230.

Filene's gives MGH bear hug

In the spirit of the holiday season, Filene's Department store – a supporter of the MGH – chose MassGeneral Hospital for Children as one of the beneficiaries of its "Make Your Wishes Come True" holiday program. The program features three exclusive Gund "wish" teddy bears, each celebrating love, hope or courage.

Through its parent company, the May Department Stores Company, Filene's will donate $1 to MassGeneral Hospital for Children for each cuddly wish bear sold. The 26-inch teddy bears now are available and cost $15.99 each with a purchase of $25 or more. In addition, a three-bear set – with smaller versions of the wish bears – will be sold as part of the promotion.

The MGH also was a beneficiary of the recent Filene's Holiday Glam Jam, which offered an all-day 20 percent discount shopping pass with every $5 donation. All monies from the donations went directly to the MassGeneral Hospital for Children.

Submit news tips and story ideas to the *MGH Hotline*

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Amy Moquin, assistant editor, at (617) 724-2753;
Christine Johanson, staff writer at (617) 726-0275;
by fax to (617) 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.massgeneral.org/news/

MGH Hotline is published weekly by the MGH Public Affairs Office.

(617) 726-2206

December 12, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Oh, it's lovely weather for a sleigh ride together....

The weekend snowstorm provided a wintry backdrop as the MGH kicked off the first of three parties Dec. 9 to celebrate the holidays and offer thanks to those who worked so hard to keep the hospital operational during the storm.

Hosted by Peter L. Slavin, MD, president of the MGH, the events treated employees to refreshments, holiday decorations, festive music and all-around holiday cheer. Later that evening, night-shift employees enjoyed a festive celebration. Employees at CNY celebrated the season Dec. 10. The MGH General Store held its annual holiday sale Dec. 6, 9 and 11. ●

MGH recognizes employee excellence

The WACC Lobby overflowed with MGH employees, family and friends Dec. 5 as 247 individuals and 58 MGH teams – a total of 1,900 employees – were honored and rewarded for their outstanding contributions at the eighth annual Partners in Excellence Awards ceremony.

Peter L. Slavin, MD, president of MGH, congratulated the recipients and personally thanked them for the work they do. "The Partners in Excellence Awards have become a coveted honor given by colleagues and friends. The people who receive this award have touched the lives of their coworkers, patients and their families," said Slavin.

Along with Slavin, James J. Mongan, MD, president and CEO of Partners, and Jeff Davis, senior vice president for Human Resources, expressed their gratitude to this year's recipients. "You've helped us realize the success of Partners," Mongan said.

The ceremony concluded with the much-anticipated Partners in Excellence video "Partners in X-O lence," a parody of the television gameshow Hollywood Squares.

ADVANCES

One combination of AIDS drugs appears better for starting treatment

One specific combination of anti-HIV drugs appears to be more effective for initiating therapy than other combinations tested in a large multi-institutional study. In two reports in the Dec. 11 *New England Journal of Medicine,* teams led by researchers from the MGH, Stanford University Medical Center and Harvard School of Public Health report that, while all combinations studied were effective in keeping the virus under control, patients who started therapy with a combination of zidovudine (ZDV, also known as AZT), lamivudine (3TC) and efavirenz (EFV) were successfully treated for a longer period of time.

"We've been fortunate to have a variety of choices for antiretroviral therapy," says Gregory Robbins, MD, MPH, of the MGH Infectious Disease Division, who led the MGH research effort. "But many had previously believed that how the drugs were combined did not make much difference. This study shows that some combinations are more powerful than others and that how they are sequenced makes a difference."

One portion of the study, led by Robbins, compared four three-drug regimens to determine whether the order in which they were used affected how long they were successful. The second part, led by Stanford researchers, asked whether using four drugs in combination would be better than two consecutive three-drug regimens. More than 900 patients at sites across the United States and Italy were enrolled, and the overall findings were that the ZDV/3TC/EFV combination was better than the tested three-drug and four-drug combinations in postponing either the first or second drug regimen failure.

The researchers hope to investigate the biological mechanism behind their findings, seeking ways to improve treatment plans and develop options that will be even more successful. Martin Hirsch, MD, director of MGH Clinical AIDS Research, was senior author of the MGH portion of the study.

Handmade hats hung on the tree with care

Every December the MGH Cancer Center proudly displays a holiday tree decorated with hats, and this year is no exception. Women experiencing hair loss as a result of chemotherapy or radiation treatment are encouraged to visit the tree and select one of more than 500 hats that are handmade by local community members from throughout New England.

Friends Fighting Breast Cancer and Fabric Place stores collaborate every year to sponsor a Holiday Hat Drive where free hat patterns are distributed at the five Fabric Place locations in New England. Community members are encouraged to return with a handmade hat, which will then be placed on the tree in the MGH Cancer Center. Fabric Place also contributes $5 for every hat collected for the Friends Fighting Breast Cancer, an all-volunteer organization that raises money for breast cancer research at the MGH.

For more information about Friends Fighting Breast Cancer, call (617) 724-2818.

From left, Debrah Burke, RN, of MGH Patient Care Services; Jennifer Searl, of MGH Social Services; and Linda Antoniou, a patient of the MGH Cancer Center, help decorate the hat tree.

MGH HOTLINE

PARTNERS PROGRESS

Partners HealthCare awarded workforce development grant

Partners HealthCare has received a three-year, $1 million grant to create health care career opportunities for low-income Boston residents and address an urgent need for skilled and educated health care professionals in nursing, radiology technology and surgical technology.

The grant was announced Nov. 17 by the Boston Workforce Development Initiative – a funding partnership of local and national foundations, with city and state government, led by the Boston Foundation and the city of Boston. The initiative announced a total of $5 million in grants aimed at enhancing employment opportunities for low-income Boston residents over the next three to five years. The initiative seeks to change the way employers hire and promote entry-level workers from Boston's neighborhoods and to raise the income level and standard of living for immigrants and other low-income Boston residents.

The Partners in Career and Workforce Development program, which began Dec.1, will increase education and skills training opportunities for 500 new and current workers during the next three years.

The Partners program includes pre-employment training for people entering the workforce, exposure to health careers through job shadowing and health fairs, career planning, and educational courses and programs developed in collaboration with community colleges and community-based workforce development organizations.

"This grant will enable Partners to address a serious labor shortage in nursing, radiology technology, surgical technology and other skilled health care professions and at the same time enable our entry-level and incumbent workers to receive the education and training they need to move into professional careers in health care," said James J. Mongan, MD, president and CEO of Partners.

The program is led by Partners Community Benefit Programs and Human Resources. It is a collaboration of Partners hospitals and community organizations, including the MGH, BWH, Spaulding Rehabilitation Hospital, MGH Institute of Health Professions, Jewish Vocational Service, WorkSource Partners, Whittier Street Health Center, Project HOPE/Transition to Work, the Urban League of Eastern Massachusetts, Bunker Hill Community College, Mass Bay Community College, Roxbury Community College and the Massachusetts Board of Higher Education.

Committed to nursing, scholarships awarded

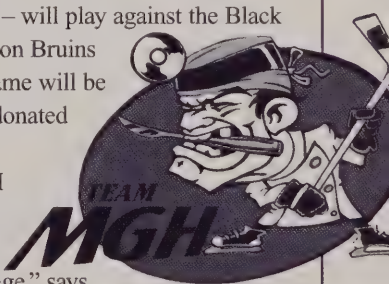
The MGH Vincent Obstetrics and Gynecology Service and MGH Nursing recently congratulated four recipients of the JM Foundation Scholarship Awards, a program that supports the professional growth of MGH Vincent support and nursing staff who are committed to a career in nursing. This nursing education program was made possible through the JM (Jeremiah Milbank) Foundation. All recipients received a $5,000 scholarship. ●

Standing, back row, from left, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse; Vicky Whitney, Vincent Memorial Hospital (VMH) trustee; Judy Friend, an MGH and VMH trustee; recipients Robin Toner, Yvonne Parr and front row recipients, Rosie Sanon and Maria Avila-Wallace, RN.

Rematch: Team MGH and Bruins Legends hit the ice

In support of this year's MGH United Way Campaign, Team MGH will once again challenge the athletic abilities of the Bruins alumni team – the Black and Gold Legends – for a celebrity hockey game to raise money for the charity.

For the second year, Team MGH – which is made up of MGH and Partners employees who work at the MGH – will play against the Black and Gold Legends – a team of former Boston Bruins hockey players. The all-in-fun, no-check game will be held Jan. 23 at Harvard University, which donated its hockey rink for the event.



"Although the Bruins did defeat the MGH hometeam last year, several women skaters have been added to the MGH roster, which hopefully will give Team MGH the advantage," says David Read, administrative director for MGH Cardiology, and team captain.

Tickets for the event are $15 in advance, $10 for children and $20 at the door. The night also will feature raffle prizes, food and refreshments.

For more information, contact Read at (617) 724-0361. ●

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MGH HOTLINE

WHAT'S HAPPENING

Winter 2004 schedule for computer training
Partners Information Systems Training has released the winter computer workshop training schedule for Microsoft Office applications. Classes are held at MGH Training and Workforce Development, 100 Charles River Plaza. For more information, *visit http://is.partners.org/training.* Schedules and registration forms also are available by calling (617) 724-1240.

Holiday songfest
Patients, families, visitors and MGHers are invited to participate in the MGH holiday songfest, Dec. 18, from noon to 1 pm in the Main Corridor near the Blum Center. The event is sponsored by MGH Chaplaincy.

Blood donors needed
The MGH Blood Donor Center would like to encourage MGHers to donate blood during this holiday season. Because of this past weekend's snowstorm, an early flu season and the hectic holidays, the Blood Donor Center is anticipating a blood shortage. To encourage MGHers to give blood, the Blood Donor Center will be giving a "puppy pal" to an MGH pediatric patient for each donor who gives blood during the holiday season. Each donor will be given a gift tag to write a note to the patient, and all of the Beanie Baby puppies will be delivered to the MassGeneral Hospital for Children. To make an appointment, call (617) 726-8177.

MGH Chaplaincy holiday services
The MGH Chaplaincy Department will host the following holiday services: the first candle of Chanukah will be lit at the regular pre-Shabbat service Dec. 19 at 11 am; an ecumenical Christmas Service celebrating the season with carols and readings will be held Dec. 23 at 12:15 pm; an ecumenical Christmas Day service will be held Dec. 25 at 12:15 pm; regularly scheduled Roman Catholic masses will be held Dec. 24, 25, 31 and Jan. 1 at 4 pm; an interfaith New Year's Day service will be held Jan. 1 at 12:15 pm; and Buddhist meditation sittings will be held Dec. 31 and Jan. 1 at 5:30 pm. The regular Buddhist meditation sitting Dec. 24 is cancelled. All holiday services will be held in the MGH Chapel on Ellison 1.

Personal training sessions
The Clubs at Charles River Park is offering personal training sessions at a discounted rate until Jan. 31. A five-session package is just $275 for both members and nonmembers. Personal training can be a way to stay motivated to maintain a regular exercise routine, learn proper exercise techniques and be guided by a personal coach. For more information, call (617) 726-2900.

IN GENERAL

Carlos Camargo, MD, of MGH Emergency Services, recently was named president of the American College of Epidemiology. He is the first emergency medicine physician to lead the college. Camargo also was selected recently to serve on the Dietary Guidelines Advisory Committee for the U.S. Department of Agriculture. This committee is responsible for reviewing the Dietary Guidelines for Americans report, which advises the general public about ways to improve overall health through proper nutrition.

The MGH Operating Room of the Future received a team design award at the Symposium on Health Care Design held at the World Trade Center in Boston. The OR of the Future was recognized for its potential to result in profound changes in surgical and anesthesiology practice as a real-time learning laboratory.

A. Benedict Cosimi, MD, chief of the MGH Transplant Surgery, has been elected president of the New England Surgical Society.

Jatin Vyas, MD, PhD, of the MGH Infectious Disease Unit, was awarded the Pfizer Fellowship in Infectious Diseases. This award will fund Vyas' work over the next three years. Vyas is the first MGHer to receive this award.

David Altshuler, MD, PhD, and **Gary Ruvkun, PhD,** both of the MGH Department of Molecular Biology, recently received the Richard and Susan Smith Family Foundation Pinnacle Program Project Award. They received this award for their study of the contributing genetic causes of obesity and diabetes in humans.

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by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.massgeneral.org/news/

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(617) 726-2206

Holiday safety tips

During the holiday season, there often can be an increased risk for burns and house fires. Specialists in the MGH Burn Unit have a few tips to help the public stay safe this holiday season. The tips can be found online at *http://www.massgeneral.org/news/for_reporters/media_tips.htm.*

December 19, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers celebrate holidays around the world

It has become one of the most anticipated holiday celebrations to be held at the MGH. All the planning and coordination that took place months in advance were evident the morning of Dec. 11, as members of the MGH Patient Care Services (PCS) Diversity Steering Committee busily prepared each of the nine table displays for the annual "Holidays around the World" celebration in the Main Corridor. Festive tables representing the Chinese New Year, Christmas, Diwali, Hannukah, Kwanzaa, Ramadan, Epiphany and the Winter Solstice lined the hallway offering information about each celebration.

The event also showcased the committee's coordination of the traditional gift giving to families in need from the MGH's HAVEN (Hospitals Helping Abuse and Violence End Now) program, the MGH health centers and the hospital's Employee Assistance Program. MGH employees and volunteers donated gifts to help families aided by these programs. According to Beverly Cunningham, one of the committee members who coordinated the gift-giving efforts, more than 90 families were served. The gifts were collected and distributed with help from committee members and volunteer PCS operations coordinators. ●

Construction workers build happy holidays for Proton Therapy Center

The Walsh Brothers construction workers have been hard at work on the new Yawkey Center for Outpatient Care, scheduled to open in the fall of 2004. In their spare time, they have been equally busy raising funds – approximately $12,000 – this holiday season to provide an entertainment center for pediatric patients being treated at the MGH's Northeast Proton Therapy Center (NPTC).

The idea to raise money for the NPTC patients originated with carpenter foreman Kevin McDavitt and skyrocketed from there.

(Continued on Page 3)

A time of reflection: An MGHer thanks generous staff

Below is a letter from an MGH employee who wanted to recognize the hard work and dedication of several MGH employees and departments that coordinated their efforts to make the holidays a wonderful time of year for children from the YouthCare program (formerly known as Camp Bunker Hill).

As I sit in my office looking at overflowing bags and boxes of Christmas gifts donated to the children of Camp Bunker Hill in Charlestown, I feel the need to congratulate one specific organizer of the project and the many anonymous donors to this program. For the 17 years that I have worked at the MGH, this project has continually been orchestrated and carried out to the fullest by wonderful people who donate every year. The major contributors to this yearly event include the MGH Clinical Neurophysiology, Neurology, and Pediatric Neurology office staffs and physicians, employees from MGH satellite offices that refer to our department, and other affiliated members who heard of this charity by word of mouth.

I would also like to thank one MGH employee in particular, Theresa DePaoli, a coordinator for MGH Patient Care Services in the EMG/EEG Laboratory, who single-handedly has been able to recruit gifts from all contributors. Since this project began, Theresa has never disappointed the camp and never has neglected a single child. In fact, people donating to this cause sometimes begin receiving information from Theresa in August. During the past few years, donors have requested a specific list of what children are asking for, so that each child receives a gift appropriate to what they wanted. This extra step in helping a child shows that this is a heartfelt contribution and not one of mere obligation. As a donor myself, each year I look forward to knowing that a child in need will be pleasantly surprised with a gift that was specifically selected for him or her.

For some people, the holidays are a time of high stress and personal difficulties. I am grateful to work with such wonderful and generous human beings who always think of others in need. I wanted to send a special thank you to Theresa for her continuing efforts year after year for the children of Camp Bunker Hill.

Sincerely,

Kathy Carlson,
Manager of MGH Clinical Neurophysiology Laboratory

Giving the gift of life for the holidays

While many holiday shoppers frantically search for the perfect gift to give this holiday season, the MGH Blood Donor Center suggests giving one of the most precious gifts of all – the gift of life. A single blood donation can be used to help several patients who may be battling life-threatening illnesses or injuries.

According to Kim Cronin of the Blood Donor Center, the holiday season can be a difficult time to maintain safe blood supply levels at the hospital because of the decline in volunteers donating blood. "Because of the recent snowstorms, an early flu season and the hectic holidays, we already are experiencing a shortage in blood supplies," she says. "We hope that employees, visitors and family members of patients will consider taking the time to donate blood to help our patients."

During December, blood donors also can participate in the "puppy pal" program to spread holiday cheer to patients of MassGeneral Hospital for Children. For each donation, a Beanie Baby puppy will be delivered to a young patient who can't be home for the holidays. Each stuffed puppy comes with a gift tag signed by the donor.

For more information or to make an appointment to donate blood or platelets, call (617) 726-8177.

Cronin and her daughter, Taylor, help Santa Claus with deliveries to young patients.

Deck the Halls with boughs of holly ... carefully

The holidays can be a joyous time to celebrate with family and friends. Unfortunately, it also is a time of increased risk for burns and house fires. As stockings are hung by the chimney with care, fabulous feasts are prepared, lights are hung and trees are adorned, specialists in the MGH Burn Center have a few tips to help everyone stay safe this holiday season.

- Avoid the use of aluminum roasting pans unless they have supports with handles. The bottoms of these pans are weak, and when a heavy turkey is removed, the pan tends to crease and crack. The result can be a severe grease burn, usually to the feet.
- Avoid wearing loose-fitting clothing around the stove that could be ignited by a burner.
- Keep pot handles turned in so they are less likely to be knocked over and children cannot pull the contents over onto themselves.
- Be careful with candles – keep them confined to the kitchen and dining room. Never leave them unattended.
- Check the quality of the holiday lights – make sure the cords aren't frayed.
- Keep trees watered. If they begin to dry out, do not turn on the lights.
- Make sure all holiday lights are turned off before leaving home or going to bed.

– Construction workers

(Continued from Page 1)

The workers chose the NPTC as the recipient of the donations because the Yawkey Center will engulf the center when completed. Some of the workers have been able to get to know the patients while on the job.

The goal was to raise enough money to set up an entertainment center in the NPTC and to give an individual gift to each pediatric patient receiving treatment there. Each week, the construction workers have contributed money and kept track of donations with a thermometer placed in the Yawkey Center's elevator.

More than half of the funds went to the construction of the entertainment center – which includes furniture to hold a television, DVD player and PlayStation, a computer desk, a computer with a cordless mouse and keyboard, a television with a DVD player, 75 movies, a PlayStation and games, as well as individual Game Boys.

The rest of the funds went to purchasing individual gifts for the patients, such as a 13-inch television with a VCR, a PlayStation, Hot Wheels cars, Little People play sets and Legos.

MGH health centers celebrate health information website

During the past three years, more than 1,000 Chelsea, Revere, Charlestown and Everett residents have learned about ARCH — an MGH internet website designed to help people access accurate, reliable health information without having to wade through thousands of pages of information. For many senior citizens, ARCH has provided a chance to learn to use a computer and the Internet for the first time.

The ARCH web site is accessible through home PCs or a computer lab at MGH Revere, which is open to the public. Staff from the health center are available to teach area residents how to use the ARCH website.

For more information, call (781) 485-6477 or send e-mail to *ARCH@partners.org*. To log on, visit *www.mgh.harvard.edu/[illegible]/arch/arch.asp*.

ARCH "Surf Club" members from the Chelsea Senior Center and the Jack Satter House in Revere joined Ming Sun, Anne Richmond and Roger Pasinski, MD, of MGH Revere, and Mayor Thomas Ambrosino at the third anniversary celebration of ARCH.

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MGH HOTLINE

PAGE 4

WHAT'S HAPPENING

MGH Chaplaincy holiday services
The MGH Chaplaincy will hold the following holiday services: an ecumenical Christmas service celebrating the season with carols and readings will be held Dec. 23 at 12:15 pm; an ecumenical Christmas Day service will be held Dec. 25 at 12:15 pm; regularly scheduled Roman Catholic masses will be held Dec. 24, 25, 31 and Jan. 1 at 4 pm; an interfaith New Year's Day service will be held Jan. 1 at 12:15 pm; and Buddhist meditation sittings will be held Dec. 31 and Jan. 1 at 5:30 pm. The regular Buddhist meditation sitting Dec. 24 is cancelled. All holiday services will be held in the MGH Chapel on Ellison 1.

Alzheimer's scientific symposium
The MGH Massachusetts Alzheimer's Disease Research Center and the Boston University Alzheimer's Disease Center are co-sponsoring the Alzheimer's Disease Center's 17th annual scientific symposium Jan. 9, 2004, from 9 am to noon in the Wellman Conference Room. The symposium will be a three-hour poster session. For more information, call (617) 726-3987.

Personal training sessions
The Clubs at Charles River Park is offering personal training sessions at a discounted rate until Jan. 31. A five-session package is just $275 for both members and non-members. Personal training can be a great way to stay motivated to maintain a regular exercise routine, learn proper exercise techniques and be guided by a personal coach. For more information, call (617) 726-2900.

Ricardo Diaz Award ceremony and presentation
All MGH employees are invited to the first Ricardo Diaz Award ceremony and presentation Jan. 6, 2004, at 2:30 pm in the O'Keeffe Auditorium. This event is in honor of Diaz, the Buildings and Grounds employee who lost his life Feb. 18 while clearing snow from the sidewalks of the hospital. Light refreshments will be served following the presentation in the Walcott Conference Rooms.

Winter 2004 schedule for computer training
Partners Information Systems Training has released the winter computer workshop training schedule for Microsoft Office applications. Classes are held at MGH Training and Workforce Development, 100 Charles River Plaza. For more information, visit *http://is.partners.org/training*. Schedules and registration forms also are available by calling (617) 724-1240.

Music man spreads holiday cheer

The Healing Arts Team brought in a special guest Dec. 12 to make the holidays brighter for patients from MassGeneral Hospital for Children. Vic Lalli, known as "Mister Vic," presented an interactive holiday musical performance in the Ellison 17 playroom. The patients were encouraged to try out African drums, harmonicas and bells to assist Mister Vic in performing "Jingle Bells."

"Mister Vic was a great performer. He was able to engage the older kids on the floor as well as the younger ones," said Marilyn Gifford, an MGH child life specialist.

Mister Vic also performed outside of individual rooms on Ellison 17 and 18 and sang to patients who were unable to attend his playroom performance because of illness.

The Healing Arts Team is comprised of physicians, house staff, nurses and administrators – along with patients and families – who are using the healing power of the arts to bring hope and joy to pediatric patients and their families and caregivers.

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***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

(617) 726-2206

Hotline schedule

Next week the *MGH Hotline* will not be published. The next issue of *Hotline* will be published Dec. 30. *Hotline's* regular schedule will resume Jan. 9. To submit story ideas, call (617) 726-2206, fax to (617) 726-7475 or send email to *Hotline@partners.org*.

December 31, 2003

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers called to aid in Iran earthquake relief effort

The call came late at night Dec. 26 from the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA). The International Medical Surgical Response Team (IMSuRT) needed to be deployed immediately to Bam, Iran, to provide medical aid to victims of the devastating earthquake that had already claimed the lives of an estimated 20,000 people. Marie LeBlanc, RN, nurse manager for MGH Trauma Services, took the call. She knew exactly what to do.

LeBlanc

In this particular situation, LeBlanc, who is a supervisor for the New England IMSuRT, needed to work with other team supervisors to contact certain clinicians from the 130-member team so that they could be ready to leave for Iran within four hours. After many phone calls and hours of coordination, 54 medical professionals left early Saturday morning with members of the U.S. Air Force who provided transportation and security.

Two thirds of the entire New England

(Continued on Page 2)

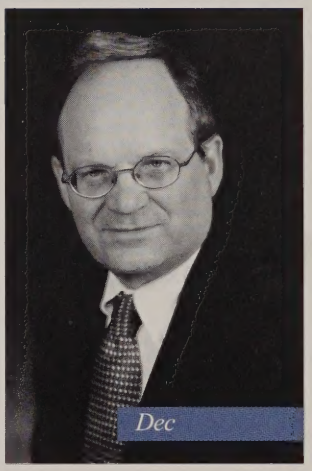
New chief of MGH Cardiology named

In an announcement made Dec. 11, G. William Dec, Jr., MD, has been named as the new chief of MGH Cardiology in the Department of Medicine. With more than two decades of experience as an MGH clinician, teacher and researcher, Dec now takes the reins of one of the hospital's premier divisions.

"We look forward to working with Bill to further enhance our already renowned program in cardiovascular medicine," says Dennis Ausiello, MD, physician-in-chief of the MGH. "We are so fortunate to have someone with his talent and expertise who already is a member of the MGH family to take on this new responsibility."

Currently an associate professor of Medicine at Harvard Medical School (HMS), Dec joined the Cardiology Division and Department of Medicine in 1984. He has served as medical director of the MGH Heart Failure and Cardiac Transplantation Program since its inception in 1984. He has developed a program of heart failure clinical trials, established a highly regarded cardiomyopathy and heart failure center, and developed a nationally recognized program in heart transplantation. He was appointed associate chief of Cardiology in 1996, director of Clinical Cardiology in 1998 and during the past year has served as interim chief of Cardiology. He also directs the Partners Heart Failure Disease management program.

"We are so pleased that Bill has accepted this important position in the Department of Medicine," says Ann Prestipino, senior vice president for Surgical and Anesthesia Services and the MGH Cardiac Program. "He is a brilliant clinician, administrator and educator who has trained many cardiology fellows who have gone on to flourishing careers. The MGH is fortunate to have him lead our Cardiology division."


Dec

Dec's research interests range from the diagnosis and treatment of dilated cardiomyopathy and myocarditis, to advanced heart failure and cardiac transplantation management. He frequently lectures in continuing medical education programs, through HMS and nationally. Active in the educational programs of the American College of Cardiology and the American Heart Association, Dec also has edited two textbooks: *Cardiac Allograft Rejection* and *Heart Failure: A Comprehensive Guide to Diagnosis and Management.*

Dec is a native of Washington and a graduate of Georgetown University. He received his medical degree from Johns Hopkins Medical School in 1978 and completed medical residency and fellowship training in cardiovascular disease at the MGH.

Santa and Mrs. Claus help out in the OR

While he was making his list and checking it twice, Santa Claus – along with Mrs. Claus – took time out of his busy holiday schedule to help out the Operating Rooms (OR) at the MGH Dec. 23. Santa – also known as Richard Wiklund, MD, medical director of the ORs – helped answer phone calls during the day, while Mrs. Claus – also known as Linda Bracey, RN, a resource nurse for the ORs – worked with OR staff to coordinate patient care activities.

Bracey and Wiklund, er, Mrs. Claus and Santa

— MGHers called to Iran

(Continued from Page 1)

IMSuRT are MGH clinicians – who along with colleagues from other New England hospitals – undergo intensive training for emergency situations four times a year. The team is led by Susan Briggs, MD, of MGH Surgery, and founder and director of IMSuRT. The team being deployed to Iran consisted of 14 nurses, six physicians, two respiratory therapists, one physician assistant and one pharmacist from the MGH.

According to LeBlanc, who stayed behind in case another team needed to be deployed, the New England team arrived safely in Iran on Sunday after a 10-hour delay in Germany. The team took with them specialized emergency equipment and a portable, deployable hospital that can function as a full-service medical facility for 72 hours before needing more supplies. The average length of time for deployment is 14 days.

"This is a wonderful group of people," said LeBlanc at a press briefing held at the MGH Dec. 29. "They are very committed to this kind of work and spend a lot of time and energy training for these kinds of situations. They also are a wonderful asset to this country." ●

The IMSuRT portable hospital

MGH Neurology chief heads two prestigious organizations

The Society for Neuroscience (SFN) – 34,000 scientists who comprise the world's largest organization dedicated to the study of the brain and nervous system – recently elected MGH chief of Neurology, Anne Young, MD, PhD, as its new president. Young also just finished her term as president of the American Neurological Association (ANA), the oldest neurological organization in the world. Young is the first person to be president of both organizations.

"Throughout my career, I have focused on allying the world of basic scientific research with the study of disease, along with pursuing the development of therapeutics and other clinical applications to improve patients' lives," says Young. "I am honored to have had the opportunity to further that mission by leading both the ANA and now the SFN."

Young has served as chief of MGH Neurology since 1991, and today also serves as chief of the MassGeneral Institute for Neurodegenerative Disease – formerly known as the Center for Aging, Genetics and Neurodegeneration – housed at CNY Building 114.

Inspired by Young's vision since its inception in 2001, the Institute's mission focuses on translating lab discoveries into treatment and cures for neurodegenerative diseases, including Alzheimer's, Parkinson's, Huntington's and Lou Gehrig's diseases. With the broadest range of neurodegenerative disease research in the United States, the Institute features 17 laboratories with more than 150 scientists, physicians, technical staff and fellows engaged in multifaceted, collaborative research.

Young

Mankin, left, with Rubash

Mankin conference room unveiled

Friends and colleagues of Henry J. Mankin, MD, former chief of MGH Orthopædic Surgery, recently gathered to dedicate a newly refurbished conference room in Mankin's honor. The Henry Mankin Conference Room, located on Jackson 11, recognizes the numerous contributions Mankin has made in his 30 years at the MGH – to the hospital, the department and the field of orthopædic surgery. The conference room displays photos, artifacts and documents, which stand in testament to Mankin's career.

"The Department of Orthopædic Surgery is pleased to recognize Dr. Mankin's important contributions over the years with the dedication of this conference room. The location makes this an ideal meeting area for members of the Orthopædic Research Laboratories," said Harry Rubash, MD, chief of MGH Orthopædics.

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MGH HOTLINE

WHAT'S HAPPENING

Mavericks, Miracles and Medicine

The MGH Department of Medicine will present a screening of "Mavericks, Miracles and Medicine" as seen on the History Channel, Jan. 28, from 3 to 5 pm in the Ether Dome. This film documents some of the greatest MGH moments in the history of medicine. Jeffrey Tuchman, director of the film, and Julie Fenster, author of the series' companion book, will be present for a discussion and book signing. For more information, call (617) 724-7351 or send e-mail to *domeditor@partners.org*.

Weight management classes

MGH Nutrition Services will offer a 10-week weight management class "Winning the Losing Game," every Tuesday beginning Jan. 20, from 5:30 to 7:30 pm. The class will include education about nutrition by a registered dietitian, an exercise program supervised by a physical therapist, yoga and martial arts instructors and behavior modification strategies to assist with lifestyle change. The class is $240 for MGHers, $265 for non-employees, and is limited to 15 people. For more information, call (617) 726-2779.

Backup Child Care Center vacation club camp

Reservations for the Backup Child Care Center's February Vacation Club Camp will be taken by phone or in person beginning Dec. 30. The program is offered to employees' children from 6 to 12 years old. The camp will be held Feb. 17 to 20, from 7:30 am to 6 pm. Camp costs $220 per child for four days or $60 per child per day. For more information or to make a reservation, contact the center at (617) 724-7100.

Senior HealthWISE seminar

The MGH Senior HealthWISE program will offer "We'd Like to Meet Your Feet" Jan. 6, from 11 am to noon in the Walcott Conference Rooms. Judy Hurwitz, DPM, will discuss how feet change with age, modern remedies for pain relief and when a podiatrist should be consulted. For more information, call (617) 724-6756.

MGH genetics and genomics seminar series

The MGH Clinical Research Program along with the MGH Center for Genetics, the Harvard-Partners Center for Genetics and Genomics and Broad/Whitehead Institute are sponsoring the visiting professorship of Nancy Cox, MD, as part of the 2004 MGH Genetics and Genomics Seminars for Clinical Investigators Series. Cox will give four formal lectures for clinical investigators Jan. 14 and 15. On Jan. 14, Cox will present "Genetic Linkage," from 10 to 11 am and "Linkage Disequilibrium," from 2 to 3 pm, both in the O'Keeffe Auditorium. On Jan. 15, Cox will present "Association Studies," from 9 to 10 am in the Wellman Conference Room and "Review and Evaluation of Selected Clinical Research Studies," from 3:30 to 4:30 pm in the O'Keeffe Auditorium. Registration is recommended. To register, visit *http://crnet.mgh.harvard.edu*. For more information, call (617) 726-1669.

IN GENERAL

Henry Kronenberg, MD, chief of the MGH Endocrine Unit, was awarded the William F. Neuman Award from the American Society of Bone and Mineral Research (ASBMR). This is the highest honor the ASBMR bestows and the third time an MGHer has received the award.

Andrew Warshaw, MD, MGH surgeon-in-chief, has been named first vice president-elect of the American College of Surgeons.

Richard Hodin, MD, of MGH Surgery, recently was elected to the Society of Clinical Surgery, which limits its membership to 50 outstanding academic surgical leaders.

David Louis, MD, associate chief of MGH Pathology, was awarded the 2003 Farber Award for Meritorious Achievements in Brain Tumor Research. This award is one of the most prestigious brain tumor research awards in the country.

Submit news tips and story ideas to the *MGH Hotline*

Contact Victoria Brady, editor, at (617) 724-6433; or Amy Moquin, assistant editor, at (617) 724-2753; Christine Johanson, staff writer at (617) 726-0275;

by fax to (617) 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

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Save the date

Partners HealthCare, the MGH and BWH invite all to attend a celebration of the legacy of Rev. Martin Luther King, Jr., Jan. 16, featuring Professor Anita F. Hill, lawyer, educator, author and activist.

Partners will sponsor two events – one hosted at the MGH, Jan. 16, from 3 to 4 pm in the O'Keeffe Auditorium, with a reception following in the Walcott Conference Rooms. BWH also will host an event Jan. 16, from 9 to 10 am at the Cabot Atrium, with a reception following in the Pod B Cafeteria.

Admission is free; no tickets are required. Seating will be available on a first-come, first-serve basis. For more information, call (617) 724-0928.